

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. XCVI

NEW YORK, AUGUST 17, 1916

No. 7

Checking Up

BECAUSE of the great volume of advertising prepared and placed by N. W. Ayer & Son, a large proportion of the 24,589 periodicals published in the United States and Canada reach the File Room of Advertising Headquarters regularly.

The opening, assorting, classifying and filing of this great volume of printed matter is a task in itself, but the "checking up" of every advertisement placed by this house is a still more difficult one.

Not a line of advertising for which N. W. Ayer & Son is responsible escapes the expert scrutiny of our Registry Department. This means quick work, too, when it is considered that on Monday mornings alone an average of 7500 publications are received.

Position, printing results and accuracy are all carefully observed, and any detail not to the advantage of our client is promptly referred to the publishers for correction.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

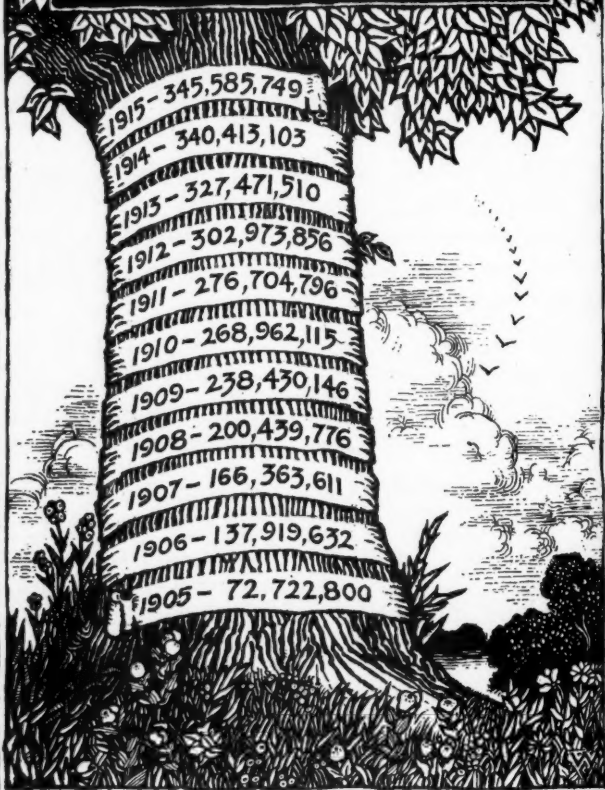
PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

ELEVEN YEARS OF NEW YORK SUBWAY TRAFFIC GROWTH



We have exclusive control of the Card and
Poster Space on the Interborough Subway
and Elevated systems of New York.

ARTEMAS WARD

Trading as WARD & GOW

50 Union Square

New York

PRINTERS' INK

Registered U. S. Patent Office

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ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE, JUNE 29, 1893

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Where the Salesmen Really Buy the Advertising

The Way Warner Brothers' System of Charging the Advertising to the Salesmen Makes Them Deliver

By Henry A. Beers, Jr.

JUST how and on what basis the appropriation is determined is a matter that has been more or less clearly worked out to the individual advertiser's satisfaction. But how to determine where it dovetails into the intricacies of sales organization, how many and who shall be responsible for the full realization of the productive strength of every nickel of the advertising budget is a different matter.

Many there are who persist, for want of a more definite method, in regarding it as a thing apart—a necessity, but a step-child in the family of corporate expense items. They prefer to let it go at that, putting it up to the advertising and sales departments to "sell" the advertising to the salesmen by whatever methods they may be able best to get the salesmen really interested in the relation of the advertising to their individual records.

Of special interest to our readers, then, should be an account of how Warner Brothers, of Bridgeport, Conn., manufacturers of Warner's Rust-Proof and Redfern Corsets, brassieres and other corset accessories, have worked out a plan whereby not only is an annual advertising budget, running well over the century mark in thousands, predetermined so that the approximate expenditure at each stage of the campaign's development is clearly defined and subdivided into its component parts in advance, but by which

can be determined almost exactly the relation of the advertising's effect to the sales tallies of home office, branch organizations and the individual salesman.

In other words, this plan has succeeded in blending the advertising with the other factors of selling so that it has become an interlocking, integral part of the sales organization in such a way that at the end of six months or the year it is possible for the individual salesman, in reviewing the card covering his net sales for that period, to know for just what percentage of his sales he is charged with advertising. Should the percentage be too high, it is then up to him to ponder whether he has given sufficient effort to employ his share of the advertising appropriation to the best advantage. Thereby the company has created an almost automatic check on the salesmen to get the most intensified and productive distribution of its advertising materials.

THE COMPANY'S ORGANIZATION

Should a salesman's advertising percentage be below normal, for instance, and he notices that another is making a better record, at the same time using his advertising matter more consistently, he is more certain to decide to make the most of his own available appropriation. As a matter of fact, though, it proves more necessary to keep the salesmen within the bounds of their appropriation

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than to urge them to use the advertising.

Before taking up the considerations that enter into the amount and the proposed distribution of the advertising budget it will be well to look a minute into the way the Warner company is organized, inasmuch as this plan has a direct bearing on the relation of the advertising department to the other branches of the business.

Briefly, each department is an individual affair, with its own organization which buys from and

quota on which the budget was estimated, then this department shows a loss, a liability which it is bound to make good subsequently.

Where does the advertising department sell its products? Before going into that, let us review its methods of apportioning its estimated budget. It forecasts its preliminary, by no means final, proposed appropriation on a basis of the previous year's advertising and sales, together with a reasonably to be expected increase in future sales.

Let us make this, for explanation's sake, the arbitrary sum of \$100,000.

In preparing his proposal of expenditures the advertising manager first outlines in bulk just how much of this \$100,000 is to be devoted to Redfern and how much to Rust-Proof corsets. This makes three columns, under these two heads and the total column, under which the proposed amounts to be expended for various purposes,

ADVERTISING BUDGET			
	Redfern	Rust-Proof	Total
Preparation	5,000	10,000	15,000
Art	500	500	1,000
Engraving	500	1,000	1,500
Catalogues	1,000	2,000	3,000
Magazines	5,000	20,000	25,000
Newspapers	6,000	14,000	20,000
Dealers	12,000	21,000	33,000
Reserve	500	1,000	1,500
Total	30,500	69,500	100,000
RECAPITULATION			
	Spring	Fall	Total
Preparation	7,500	7,500	15,000
Art	500	500	1,000
Engraving	750	750	1,500
Catalogues	2,000	1,000	3,000
Magazines	15,000	10,000	25,000
Newspapers	12,000	8,000	20,000
Dealers	17,000	16,000	33,000
Reserve	750	750	1,500
Total	55,500	44,500	100,000

SHOWING METHOD OF CROSS-TABULATING APPROPRIATION

sells its particular products to the other departments. Each department sells its perfected products to the others which need them; thus the steel department sells its "boning" to the next department which needs it in developing its share of the garment, and the steel department must in turn buy its materials to best advantage in the open market.

And the advertising department? Its profits are computed on the following basis: It is allowed a certain percentage on the sales of garments, say $2\frac{1}{2}$ per cent a dozen on a certain grade, up to perhaps 10 per cent on another. If its percentage from sales exceeds its budget, then the advertising department makes a profit. If sales fall short of the expected

stated along the margin, are listed. Thus the cost for preparing copy may be listed, say, for Redfern, \$5,000; for Rust-Proof, \$10,000. Next follow items for art, engraving, catalogues, magazine space, newspapers, dealers and reserve.

This list is then subjected to a detailed recapitulation, showing the proposed division of the budget between the spring and fall campaigns. The budget published herewith gives but a hint of the detail into which these several recapitulations go, for they embrace seven or eight typewritten pages. Against the "preparation" item, for example, are listed salaries, traveling expenses, sundries, interest, etc. Under "dealers" comes everything that is given to

IN MAKING the prediction a few years ago, that the next several years would see fewer magazines, *Life* had in mind the thought that the magazines with a real editorial purpose, serving the reader, (which means the advertiser) will prosper as never before, and the magazine without a purpose other than to get the advertiser's dollar on any terms, will be wedded to failure.

NO DOUBT that *Life* saw an improvement in the reading taste of magazine publishers, not that any magazine without a purpose other than to get the advertiser's dollar ever made a hit with the reading public, simply that the time was coming when such a magazine cannot get any readers at all, and the advertiser will be compelled to give his dollar to some one that deserves it.

SO FAR AS THE AMERICAN WOMAN IS concerned, the real editorial policy serving the reader is doing something more than to keep people interested.

It is helping its hundreds of thousands of women subscribers to the solution of the vital problems of their every day life, and it is increasing its circulation. All of which is neither unusual or surprising and quite simply entitles THE AMERICAN WOMAN to the advertisers' support on a purely business basis.

IF YOU ARE INTERESTED in small town circulation, built on the foundation of service to the reader, let us present our brief.

Western Advertising Office
E. H. Brown, Manager
30 N. Dearborn St.
Chicago, Ill.

Eastern Advertising Office
William F. Haring, Manager
Flatiron Building
New York

a dealer for his use, such as wall cards, booklets, sample corsets, etc.

The actual budget marks off how much of the appropriation is charged to Bridgeport, the home office, and in the same way is submitted the proposed division of a portion of the budget among the three sales offices at New York, Chicago and San Francisco. The sales-office budgets, as is the case with the whole appropriation, are estimated on the individual office's previous consumption of materials and newspaper space, with allowance for increased needs. Thus the sales office is made to assume

the same plan on which the budget has been laid out, enabling him to check exactly how the appropriation is being used. If he finds he is saving money under one head, he can plan to use the surplus in some other way. As it works out, however, the company usually runs pretty close to its budget figures under each head.

If a printing job in April costs \$12,000, he knows how many of this catalogue or booklet have been distributed for that month, and what the cost for that month's supply is. He also knows pretty accurately how that edition will be distributed over the whole

Salesman	Town State					Name Address						
1916	NET SALES CORSETS					NET SALES ACCESSORIES					TOTAL NET SALES	Adv'd
	Rodiere	Warner's	Leader	John	Total	Bramore	Access.	Jobbers	John	Total		
Jan.												
Feb.												
Mar												
Apr.												
May												
June												
6 BOX												
Total												
July												
Aug.												
Sept.												
Oct.												
Nov.												
Dec.												
YEAR Total												

CHART OF SALESMAN'S YEARLY RECORD BY MONTHS, WITH SPACE FOR ADVERTISING PERCENTAGE

a certain obligation of advertising expense, assigned to it by the home office and based on an estimated quota of sales.

To follow the distribution of the appropriation as approved, each month the advertising manager has the accounting department make him a detailed report of the actual expenses of that month for every one of the several listed items for that month, to be checked against the estimated items for that period. He knows just what he has paid out for plans, for printing, for space, etc., and thus knows just where he stands on his budget. This monthly report is drawn up on

campaign, having estimated as closely as possible at the beginning of the season the total needs for the year. Thus, on the estimated yearly distribution of this book, this \$12,000 item, although paid for at that time, is not strictly chargeable to April, but only so much of it as the books actually distributed in that month have cost. In this way, by keeping track of every part of this edition as it goes out and charging the consignee for each consignment, he is able to keep his finger on every dollar he has received as it is used.

For example, the reports on a six-months' budget once showed



MICA AXLE GREASE

"STOP the squeak and
save the team."

Farmers everywhere
fight friction with Mica
Axle Grease. The H.
K. McCann Company
has had considerable to
do with the advertising
of this product in the
farm papers and small
country newspapers
throughout the United
States and Canada.

Our booklet "Advertising
Service" will be sent on
request.

THE H. K. McCANN COMPANY
New York Cleveland San Francisco Toronto
In New York at 61 Broadway

that there had been small use by the offices of a certain lithographed window display. The advertising manager wondered what was wrong. He took an inventory of the stock on hand, and this, figured with the office reports, showed a loss of \$2,500. He looked up the lithographer's bills and found where quantities of this display had been shipped to the sales offices in January, costing the amount in question. He then looked up the office bills for that month and found no record of this transaction. The

offices had not been charged for these displays. Thus, in less than half an hour, this item was checked up and corrected, although six months had elapsed and no one had remembered anything about the matter.

All dealer advertising matter is labeled "A 1," "A 2," etc. It is charged to the salesman at as near cost as it is possible to figure. As the company never has more than ten kinds of dealer matter in a season, each season it begins with "A 1," "A 11," "A 21," etc., repeating after it reaches "A 99."

In this way it can tell from the number of the advertising matter when it was brought out. At the end of each season, if it has a quantity of booklets left on hand, the cost will be reduced, say, from \$2 to \$1 a thousand, the difference being charged to "preparation," and the booklets offered to the salesman at this reduced price.

Take one of the sales offices, for example. For purposes of illustration we had allotted one of these offices \$10,000 of the total appropriation. (Continued on page 109)

SALESMAN'S REPORT

Salesman	NET SALES	Month	RETURNS
Redfern			
Warners			
Leader			
Total Corsets			
Brassieres			
Accessories			
Jobbers			
Total Accessories			
Grand Total			

APPROPRIATION	CONSUMED	BALANCE
Newspaper Adv		
Gift Goods		
REDFERN		
A 32 Advance Showing Sign		
A 34 Sign		
Car Cards		
Stock Forms		
Superfine Forms		
WARNER'S		
A 31 Advance Showing Sign		
A 33 Wall Cards		
A 25 Poster		
A 37 Warner Folders		
A 38 M. O. D. Calendar		
A 39 Lithographed Cut-Out		
Car Cards		
Stock Forms		
Fancy Forms		
Superfine Forms		
ACCESSORIES		
A 101 Small Hose Supporter Rack		
A 102 Perfection Waist Forms		
A 105 Brassiere Forms		
A 105 Antoinette Brassiere Forms		
A 107 Miniature Brassiere Forms		
A 113 Century Shield Racks, New		
A 124 Corset Lacing Sample Card		
A 126 Brassiere Sign		

CHART BY WHICH THE SALESMAN'S USE OF ADVERTISING MATERIALS IS CHECKED



11 EAST 36TH STREET
NEW YORK

MEN

CHELTENHAM
Advertising Agency

You have a standing invitation to call and inspect our plant and up-to-date facilities.



We own the building as well as our printing plant and operate both to meet the requirements of our customers.

One of the largest and most completely equipped printing plants in the United States

Printing and Advertising Advisers and the Co-operative and Clearing House for Catalogues and Publications

We assist in securing catalogue compilers, editors and any other service; and for use in catalogues and publications, so far as practical, publication material, photographs, drawings, electrotypes and catalogue pages are now held in stock by us or will be secured. This service and material is offered free to our customers. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

OUR SPECIALTIES

- (1) Catalogues
- (2) Booklets
- (3) Trade Papers
- (4) Magazines
- (5) House Organs
- (6) Price Lists

(7) Also Printing requiring the same material and workmanship as the above, such as **Proceedings, Directories, Histories, Books** and the like.

Our Complete Printing Equipment, all or any part of which is at your command, embraces:

TYPESETTING
(Machine or Hand)
PRESSWORK
BINDING
MAILING
ELECTROTYPE
ENGRAVING
DESIGNING
ART WORK

If You want advertising service, planning, illustrating, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you.

If desired, we mail your printed matter direct from Chicago — the central distributing point.

USE NEW TYPE

For CATALOGUES and ADVERTISEMENTS

We have a large battery of type casting machines and with our system — having our own type foundry—we use the type once only unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.



Clean Linotype Faces

We have a large number of linotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses, several of which have been recently installed, and our pressmen and feeders are the best.



Binding and Mailing Service

The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Let Us Print Your Catalogues and Publications

THE GREAT CENTRAL MARKET CATALOGUE & PUBLICATION PRINTERS

Make a PRINTING CONNECTION with a Specialist and a Large and Absolutely Reliable Printing House

(Inquire Credit Agencies and First National Bank, Chicago)

If you want **quality**—the education and training of our employees concentrated in one direction on the one class of printing in which we specialize, make the workmen more skillful. If you want **delivery**—our plant is equipped with economical, time-saving machinery and is in operation day and night the year around. If you want the **best price**—our unusual labor-saving material and equipment enables us to make exceptionally low prices on our specialties. Our organization is excellent. When you place an order in our care you relieve yourself of all anxiety. You insure yourself **Proper Quality—Quick Delivery—Right Price.**

We are always pleased to give the names of a dozen or more of our customers to persons and firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.
(We are strong on our specialties)

ROGERS & HALL CO.

Polk and La Salle Streets **CHICAGO** The Great Central Market
Wabash 3381 TELEPHONES Auto. 52-191

This showing substantiates the interview with a former official of Marshall Field & Co. published in **PRINTERS' INK** for January 27th, in which it was stated that the company was leaning toward branded and advertised products as a means of protecting its repeat business. It is evident that Marshall Field & Co., formerly retailers and jobbers, are materially increasing their prestige among the trade as an original source of supply. While other wholesalers are hesitatingly considering the costs and problems of production, Marshall Field & Co. are going ahead and popularizing their manufactures with the consumer and paving the way for future growth.

Should Consult Salesmen in Railroad Dispute

GLEN ROCK, N. Y., Aug. 11, 1916.
Editor of PRINTERS' INK:

It seems appropos in view of the present agitation for higher wages on the part of the four Brotherhoods to consider the salesman in his relation to it. There are said to be in the neighborhood of 800,000 salesmen in the United States. When railroad wages are, or any other factor of travel is increased, it necessarily strikes them pretty hard. Yet are salesmen—this class who make up such a large proportion of the constant traveling public—ever considered when any such increase is proposed? Why could not something be done so that they would be represented at discussions where they are so greatly concerned? Could they not be organized for themselves, or at least as representatives of their houses for the purpose of resisting higher costs of travel and all situations which are forced upon them by outside influences?

The home offices certainly must bear the burden in the majority of cases of increased salesmen's expenses. From such a standpoint they should be interested. Eight hundred thousand salesmen would have a tremendous voice if combined in such matters. The proposition publicly presented would make an interesting discussion.

ROBERT L. WARE.

New Drug Chain in Kentucky

The Puritan Drug Stores is the style of a new chain which is being established in Louisville, Ky. The operating company is being organized with \$300,000 capital stock. Caryl Spiller, an advertising man, is secretary of the company and is handling the promotion end of the organization work. Most of the stores entering the chain are now being operated independently.

Getting "Tanglefoot" Past the Sticking Point

Dealer co-operation problems are as diverse—and it might be said perverse—as they are numerous. Though every manufacturer may have a right to claim that his troubles are peculiar, he will have to admit that O. & W. Thum Company, of Grand Rapids, Mich., has it "on" him, when it comes to possessing a retailer-co-operation difficulty that has a personality all its own. This concern makes Tanglefoot Fly Paper, and its particular problem is to get its product past the sticking point. There are goods aplenty—mostly the unadvertised kind—that stick on the dealers' shelves; but here is a product that certainly does not stick on the shelves, especially during fly season, but which does stick on the merchant's thumbs, on the hands and arms of his clerks, sometimes on the clothing of his customers and occasionally on the fur of a passing dog or cat.

Many a retailer has said that while fly paper is a good seller and excellent profit payer, it is a bothersome item to carry. No doubt the peculiar sticking proclivities of the product have caused the manufacturer much annoyance. The company has recently announced several improvements in the manner of packing Tanglefoot that will make the item much more convenient to carry, and which, no doubt, will win for it a greater measure of co-operation from the dealer.

The size of the sheet has been changed to 8 by 14½ inches, thus making it easier to handle.

The firm has adopted a Handy Package, which is a sealed envelope of transparent moisture-proof paper, containing five double sheets of Tanglefoot. It will retail for ten cents.

In each Handy Package a card will be placed to stiffen it, on which will appear an advertising message to the buyer.

In selling this new package, the dealer will be saved the trouble and expense of wrapping up a five-cent sale. Heretofore, it has been customary for most people to buy this article in five-cent lots, for which they usually received two double sheets. They will now receive five double sheets for a dime.

Thus the Thum people, in adopting this improvement, are giving the retailer genuinely helpful co-operation. Not only will the consumer get more for her money, but the dealer also is enabled to make ten-cent sales, where formerly a five-cent sale was the usual thing. Best of all, the larger sale can be made with less trouble.

Otis H. Adams With New York Agency

Otis H. Adams has joined the New York office of the Martin V. Kelley Company. For the past two years he has been with the Class Journal Company, New York, before which he had been advertising manager of the Elmore Division of the General Motors Company, Detroit, and of the Buffalo Electric Vehicle Company.



AN ORGANIZATION

Founded and directed by

A BUSINESS MAN

whose wide and varied

PRACTICAL EXPERIENCE

has been gained in *actual* work on the "Firing Line"

- AS: 1—SALESMAN : Selling goods on both sides of the counter
—to the consumer, to the retailer and to the wholesaler.
- 2—BUYER : Purchasing merchandise, as a manufacturer, as an importer and as an exporter.
- 3—DISTRIBUTING MANAGER : Planning and conducting trade investigations and distribution campaigns, establishing territorial agencies and securing dealer co-operation.
- 4—MAIL ORDER MAN : Devising mail order plans that resulted in profitable sales on a large scale.
- 5—PUBLICITY DIRECTOR : Planning and conducting successful national and international advertising campaigns, buying advertising service in all its forms and advertising space in all classes of media.
- 6—GENERAL EXECUTIVE : Executive management of large commercial enterprises in diverse lines of industries, under the most varying conditions, both here and abroad.

This solid foundation of practical knowledge enables us to see selling problems from the vitally interested standpoint of the man "on the inside looking out"—not merely from the casually attracted glance of the man on the "outside peeking in."

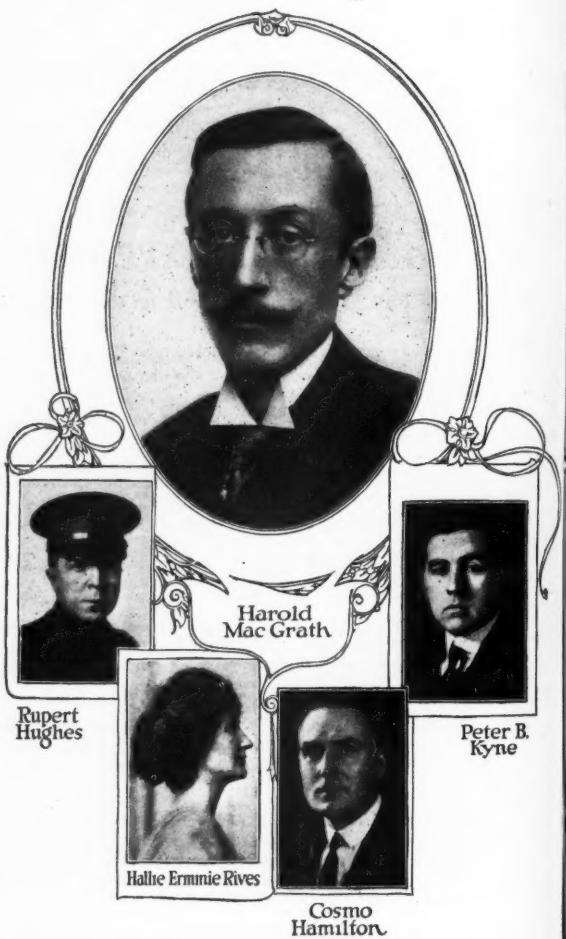
Investigate this service without incurring the slightest obligation

JAMES ZOBIAN COMPANY

General Advertising

225 Fifth Avenue

NEW YORK



HAROLD MAC GRATH
*is the latest
 addition to*
THE RED BOOK
MAGAZINE'S
Staff of Greatest
Writers_____

*"The Man Who
 Saw Beyond."*

*the first of several
 remarkable short
 stories; appears in
 the September
 issue.*



Unlike any other paper

Which?

It is more bother, even for an advertising man, to write a letter and address an envelope, than it is to drop in at the store and make inquiry or place an order.

Relatively, it is even more trouble for the country person—perhaps less accustomed to writing and with pen and ink and paper not nearly so handy, and no stenographer to call on.

If you will do even a cursory bit of thinking you will begin to see that the magazine which produces the most "envelope demand"—that is, inquiries and sales by mail—is also bound to produce the most consumer demand and acceptance and, consequently, the most dealer interest.

The Farm Journal for October closes September 5th—over a million circulation, all on the basis of satisfaction guaranteed or money refunded.

THE FARM JOURNAL

Washington Square, Philadelphia

Hiring and Training Salesmen for the Metropolitan Field

The Kind of Men Who Can Win the Co-operation of the Hundreds of Small Retailers

By a New York Sales Manager

THERE is something about New York retailers which makes the metropolis the graveyard for the reputations of the national advertiser's salesmen. The big jobbers, the department stores and the very biggest commercial retailers are much the same as in Kansas City or San Francisco. The average-sized retailer in New York is the hardest man in the world to sell and sell right.

He is over-solicited because the manufacturer vies with his own jobbers for the retailer's patronage. He is pampered by bonuses, rebates, free samples, datings and unwarranted amounts of credit. He is offered consignments, and semi-consignment terms, not known outside Greater New York.

This condition demands salesmen out of the ordinary. A sales manager who had made a wonderful showing as agency manager was not satisfied with his triumphs in Chicago and when his chance came to accept the New York managership of a similar but non-competing line he jumped at it. At the end of six months he was disgusted with his showing. His personal sales were pleasing, but there were only sixteen retailers and jobbers worthy of his high-priced time. The rest—the average and small-sized concerns—were made the target of attack by salesmen he hired and salesmen he dragged off the road, but still they bought only trial orders and few of those.

"I'm not going to let New York beat me," he told me one noon, "someone in this city must have been up against the same problem and won out and I'm going to find him and learn how."

Here are some of the things he learned, as they were told him.

"This town is ripe for a firm

to get the small jobbers to work solidly behind your line. As it is now your three real competitors are cutting the jobbers' throats by selling direct to everyone they can find. The jobber has to carry the standard lines, meet the manufacturers' competition and lose money. If I were in your place I'd try out on Brooklyn the plan of selling only wholesalers direct. I'd go to them first and tell them that if they would play fair and push my line I'd work the small trade in their behalf and not accept a single direct order."

ADVOCATES FLANK ATTACK IN NEW YORK

Another good tip from an equally experienced New Yorker proved valuable in many ways. He said:

"This town is worked to death in your line, but it isn't worked systematically. For example there are side streets with goodly numbers of small retailers that are off the beaten track. Take the section where West Fourth Street makes a triangle with Broadway and West Eighth. Your sales in there should be about \$800 a year and I'll wager they are not \$100. Take the growing business around Degnon and Bush Terminals. Take the thousand and one drug stores to which you can sell your toilet articles, some good big ones, way up to Getty Square, Yonkers. Take the summer business at Coney, Far Rockaway and down on Long Island. Every one of these sections is worked by your competitors, but not enough for them really to get acquainted and land the continuing business. Go out after it and when you get it, hunt out the right jobbers and make them a proposition. They won't do anything for nothing, but they'll do a whole lot for a little."

The advertising manager of a boxed-paper concern furnished another idea.

"You don't want to forget that the big thing is to get your goods not only in, but in conspicuously. Really good window displays are almost entirely confined to the big stores and the chain stores. Hire a young but trained window trimmer and convert him into a semi-salesman. Get a good background piece and then make the goods themselves do the rest. You can work out inexpensive arch frameworks to hold your goods, cardboard easels to use on the corners and close to windows, and use crepe paper liberally. Get the goods in somehow. Bill the ones you use on consignment and be careless enough to have an extra case or broken case over on each item. These your man can get on the shelves 'to be picked up in sixty days if not sold.'"

He continued: "That's the way we got into 150 good clean-cut little drug stores ourselves and never sold a second bill on anything but regular terms. When a dealer sees the goods sell he'll buy, but if you can only *tell* him they'll sell, he'll tell you he never had a call for them in his life."

SOME THINGS THE SALESMAN SHOULD DO AND BE

The experience of a house which prided itself on "all high-grade men" in its sales force gave a suggestion that helped. Its general manager said: "We spent more in salaries in our first year's effort really to dominate the New York market than we got back in gross sales. This was because our big, highly paid road men were the wrong type to sell the East Side trade. They put too high a value on their time to get well acquainted with the small retailer and they took the average retailer to lunch at the Waldorf or the McAlpin (where they felt uncomfortable) instead of to see the Giants and fill 'em with Charlie Stevens' peanuts and ginger ale."

To return to the Chicago sales manager who was given New York for a market and found his

biggest obstacle the building up of accounts with medium-sized dealers; he is in a position to comment because his problem has been solved. The twelve months ending June 1st (to be sure, in prosperous times) showed an increase of 100 per cent over the preceding year, which was twenty-five per cent over its predecessor. He said:

"Persistence and patience must stick out all over any man I add to my New York City force. Outside of New York a salesman making a town of only eight dealers and knowing that he will not make it again for six months must be a shirker if he does not give every one not only a visit, but a battle. The same salesman with a territory from the Battery to Forty-second Street is apt to keep on Broadway rather than make second trips down side streets, out of which he has found it hard to make a good day's showing.

"I have found that the training of a New York City salesman should be entirely different from that of a road man. In New York the one thing that will land the middle-sized accounts (and almost the only thing that will do so) is the development of a state of mind which includes a willingness to seek out and solve the problems of the middle-sized dealer. Unless a city salesman can be made to see that his future is linked with the success or failure of his accounts, it will take only a month to exchange enthusiasm for disgust. When I find a cub at the end of a month demanding that we do more to help the small dealers display and sell our goods, I know that he is on the right road, and when I find that his expense account runs to lunches for two, totaling \$1.25, rather than \$7.00, I have visions of his moving upward in our sales force.

"The best thing that can happen to the New York salesman who has sufficient strength to stand the shock is to neglect his small accounts for a big one, land it and then lose it! At that stage he can be brought to believe that



H. M. Crankshaw



A. G. Blakeley



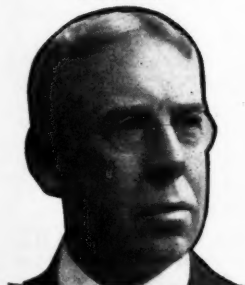
C. M. Means



H. S. Geisner



Frank Haas



John Lloyd

These Top-Notchers Write Exclusively for COAL AGE.

They are men who are known the length and breadth of the coal-mining world — H. M. Crankshaw, Manager of the Harwood Coal Co.; A. G. Blakeley, Chief Chemist of the Philadelphia & Reading Coal & Iron Co.; John Lloyd, Efficiency Engineer of the Lehigh Valley Coal Co., etc.

These men, with a buying influence as strong as their reputation, unhesitatingly pick *Coal Age* to carry their contributions, now appearing as the greatest series of articles on Underground Mining ever published.

If these top-notchers select *Coal Age* as the one medium through which to tell the story of their own experiences, isn't it good evidence that you should choose the paper so conclusively vouched for in which to advertise your product?

COAL AGE

WITH WHICH IS CONSOLIDATED **The Colliery Engineer**

One of the five Hill Engineering weeklies published at 10th Ave. and 36th St., New York City. The others are *The Engineering and Mining Journal*, *Engineering News*, *American Machinist* and *Power*.

All members of the A. B. C.

ten \$100-a-year customers are a lot better than one \$1,000-a-year customer, even though statistics show the greater acceptance of deliveries, invoicing and visiting a larger number."

"I had one youngster," he continued, "who came to me and wanted to know how he stood and whether he could expect double the salary at the year's end if he made good."

"I pointed out to him that he could hardly expect to double the sales of his big accounts because it chanced that they were above normal in their purchases of our lines. I then took his loose-leaf notebook and showed him where he could easily multiply by three, five or ten his sales to over 100 accounts and still not crowd our competitors to the wall. He was not over-enthusiastic when I started talking, because he was in an 'heroic mood' and I could see had figured on getting so close to the big buyers that they would swing everything his way. The first three months his business dropped off because he chose to pursue just these tactics and his competitors were fighting harder than ever for the business to make up for the losses of the previous year."

"My training brought him down to earth and, starting in with the accounts where we sold usually only a case of talc a year, he lined up by means of our special assortments and frequent visits literally scores out of smaller retailers. From this experience he learned how to handle this class and make them feature lines they previously only 'carried.'"

"That a good city salesman can do this not as an exception but as a rule has been shown in many lines."

The newly appointed New York representative of a manufacturing stationer in Chicago had only six accounts (all jobbers) as a nest-egg when he started in 1912. Despite local competition in a highly competitive field he has made good on middle-sized accounts. In his suburban acquaintances he is regarded as rather pedantic and his circle of acquaint-

ances is decidedly literary. In New York he is at home in the small stores where other salesmen are impatient at the counters and anxious to record their call, accept what is given them in the line of orders, make talk on some new specialty and break away. He spends an occasional afternoon at the ballgrounds with a customer and he sits in the 75-cent seats. He is almost invariably present at any smoker of the Brooklyn or New Jersey Elks as the guest of some one of his customers. He knows more, probably, of likes and dislikes of his customers than any salesman in his or similar lines in New York City and consequently he makes his appropriation go the farthest.

Because he is close to his dealers he knows when they are going to rearrange their store and occasionally gets the proprietor or some assistant to build special shelves for his blank books and novelties. He is close enough to them to capitalize the resentment that almost every firm unconsciously arouses at some time and without becoming a knocker steps from third to second place and ultimately to decided preference.

To sum up in a short paragraph, the salesman to make good in New York City must be impressed to make every account, large or small, his own. He must develop a liking for the game of developing his line with the middle-sized dealer, even to the extent of ignoring offense, seeing the opportunity rather than the buyer. He must realize fully that "many a mickle makes a muckle."

Martin V. Kelley Company Has New Account

The account of the Connecticut Telephone & Electric Company is now handled by the New York office of the Martin V. Kelley Company. Large weekly publications will be used in the first national campaign of this company.

J. H. Gannon President of Ridgway Company

J. H. Gannon has been elected president of The Ridgway Company, publishers of *Everybody's Magazine* and *Adventure*.

FILTERED

Collier's will not accept subscriptions from people whose financial standing or stability of residence is uncertain.

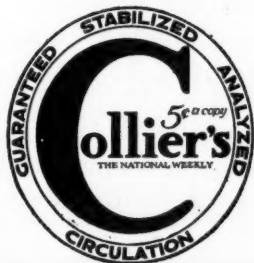
Before a subscription order is accepted and entered upon the books, the financial standing and stability of the subscriber is personally investigated and *must be approved* by a salaried employee hired solely for that purpose.

That is what we mean when we say that Collier's Trade-marked Circulation is *filtered*.

There is no altruism in this. Our business methods compel us to be very careful about the paying ability of our subscribers. We cannot afford to have delinquents on our list.

Such an automatic elimination of waste is profitable advertising insurance.

Subscribers
776,000



Total Circulation
918,000

Hearst's circulation gains have not been spasmodic, but have continued with steady regularity for a period of more than fifteen months.

Those advertisers who preferred to "*wait and see*" whether the public would give its continued approval to Hearst's policy will be interested in the following facts—

The newsstand circulation revenues for the twelve months from August 1915 to 1916 inclusive, were 184% greater than in the same period from 1914 to 1915—a gain in newsstand revenues of more than a quarter million dollars.

The increase in direct circulation revenues for the same period above was more than 54%.

The print order for September issue is nearly 30,000 more than for August 1916 issue, and 159,142 more than September 1915.

To gain all this circulation Hearst's has offered but one inducement—a feature magazine so vitally interesting that the public *must* have it.

The editorial plans for Hearst's for the next twelve months are more ambitious than any previous year in its history.

In November issue we will start a new serial, "The Dwelling Place of Light," by Winston Churchill, which bids fair to be the literary sensation of the year.

No serious American author has a greater hold on his public than Churchill. Although he has written but eight novels in twenty years, the sales have amounted to between 3,000,000 and 4,000,000 copies.

From the beginning, the policy of Hearst's Magazine has been to discuss the vital problems of the day in fictional form—something no other magazine has attempted.

That the public approves of this policy is demonstrated by the great and continued increases in circulation and circulation revenues.

***Forms for October close September 1.
—Circulation excess over guarantee
134,142 copies.***

Hearst's Magazine

119 West 40th Street
New York City

1024 Hearst Building
Chicago, Ill.

Member Audit Bureau of Circulations

A National Paper Service

We have often been asked in what way we differ from ordinary paper houses. We are exclusive manufacturers' agents for the largest plants in the United States.

We sell direct to the consumer a wide and varied line of paper. We are the *only* concern in a position to render our customers personal on-the-ground service regardless of where they may be located or what they want to buy in the paper line.

Birmingham and Seaman representatives are picked men. They hold their positions because they are able to save money for our customers and in that way get the business. Their help and suggestions have helped pay many a printing bill—why not use them, too?

Send us your printing specifications and we will gladly and promptly submit dummies and suggestions without obligation to you.

BERMINGHAM & SEAMAN CO.

Paper Manufacturers

Chicago - New York

St. Louis

Minneapolis

Buffalo

Milwaukee

Detroit

Changing Firm Name to Back Up Advertising Idea

Unusual Step, Taken by Company Tired of the Rut, to Broaden Out—
The Copy Founded on Whimsical Idea

SUPPOSE you were called upon to advertise car-door fixtures.

Suppose further that the name of your company was the National Railway Specialty Company, and that you sold just hinges and locks and the dozen and one other fixtures which go on the doors of modern freight and passenger cars?

How would you go about injecting human interest into your copy so that it would stand out in railroad publications and your other advertising?

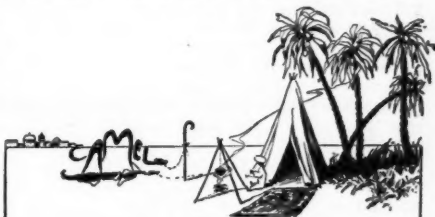
Or to broaden the question: Suppose you were advertising in a dull drab technical product, over an equally dull drab firm name—what would be the first thing you would do to get the copy out of the rut and put selling strength into it?

Perhaps the last thing that would occur to you to do would be to change your firm name—discard the name which you had been doing business under all these years and pick out a new one that had advertising possibilities. Yet that was exactly what the National Railway Specialty Company did when it found itself face to face with this problem. It threw its old name overboard and took instead the name of the Camel Company—short, suggestive and pregnant with latent copy possibilities.

"You see," said P.

M. Elliott, vice-president of the company, to a representative of PRINTERS' INK, "we wanted a name that people would think about a lot, something that would bring with it a lot of free advertising. The only time people thought of the National Railway Specialty Company was when we were sitting there pounding on their desk, or when they were reading our letters or circulars. What we wanted was a name that they would think of quite frequently without it taking any effort on our part to make them think.

"It was about this time that the saying: 'A camel can go eight



Camellogues

CHARACTERS

The Sheik Kahrbor.....An Unusually
The Camel Phature.....A Refined Wonder
Chorus.....A Multitude of Settled Users
Time: The Present. Place: Without the Kahrbor.

- The Sheik: Rightly named am I, Kahrbor, oh worthy Camel Phature.
- The Camel Phature: Perbol! Thou hast spoken. Surely we are a mutually necessary pair in this great land of the free.
- The Sheik: Why mutually necessary, thou Camel Phature?
- The Camel Phature: I quote from the Indian Song—"As unto the bow the cord is, so unto man is woman; though she bonds him, she obeys him, though she draws him, yet she follows; unless each without the other."
- The Sheik: Allah is great, but Thou, oh Camel Phature art far wiser in Thy philosophy.
- The Camel Phature: Thou speakest wisdom, oh Kahrbor.

Camel Company

332 South Michigan Avenue
Chicago, Ill.

A SERIES OF THESE WHIMSIES MADE STRONG APPEAL TO
RAILROAD MEN

days without a drink, but who wants to be a camel?" was having its run, and it struck us that inasmuch as we wanted a name that was already well advertised we might as well take 'camel.' So we did. We began calling ourselves the 'Camel Company' and worked the name up into a peculiar trade-mark in which the letters were given the shape of a camel's body. Then we set out to stamp this name on all our fixtures and make the most of it in every way we consistently could, so that every time a railroad official saw a picture of a camel anywhere at any time he would think of the Camel Company and 'Camel' car fixtures."

EMPHASIZING THE CAMEL

The newly named concern, however, did not propose to leave it to chance that these officials would see camels frequently in this latitude and longitude. It got busy at once and began populating the offices of its present and prospective customers with camels in all sorts of guises and garbs. Handsome water-color paintings of the famous camel that could go eight days without a drink were sent out wherever they could do any good. As these water-colors contained no advertising whatever they found their way onto the walls of many railroad offices which were closed to any form of advertising. Placques of inlaid wood were sent out, picturing the ship of the desert out on the sands of the Sahara. Paper weights, and many other types of mute salesmen were also brought out, so that today if you go into any railroad office you are almost sure to see a camel somewhere—and while there may be nothing on the camel to say so, you can put it down as a safe bet that the Camel Company out in Chicago had something to do with that camel being there.

But interesting as this mode of exploiting the name is, the methods used to create talk among the railroad officials who read the railroad magazines are even more

interesting. For example one of these publications recently carried a series of ads which are not only unusual, but so different from any similar "stunt" ever undertaken by a technical advertiser that it is worth mentioning here. The occasion for the "stunt" was a recent convention of railroad men. During this convention the Camel Company wanted to do something that would cause talk, so it took space in the convention issues of the railway trade-papers, using the space for a series of "Camelogues."

The "Camelogues" might be described as a number of scenes in a play in which the cast of characters were "The Sheik Kahrdror," an uncertainty, "The Camel Phixture," a railroad wonder, with the chorus a multitude of satisfied users. The place was on the road to "phixture efficiency."

In the first ad the chorus explained what it was all about: "Behold, oh worthy ones! Behold the Sheik Kahrdror and his wonderful Camel Phixtures, engaged in traveling the ever-busy land of American railroads, on an errand of erudite research. Their adventures in this glorious land of the free will form a series of most interesting Camelogues. Come sit at their feet, Oh worthy ones of the railroad world."

The chorus having said its say in the copy, the Sheik Kahrdror speaks: "On Camel Phixture, our day's journey nears its end. But two short saats and lo, we manzil for the night. Ike! Ike! Oh Camel Phixture kneel that I may Ride." To which the faithful camel phixture responds: "I kneel, Thy Camel Phixture never fails."

The succeeding ads are in the same tenor, each ad, however, being "staged" in a different place. Thus one ad is laid "Without the Kahryards," another in the "Kahryards, City of Wak Wak" and another "Outskirts of the City of Karkar." These scenes are pictured in the advertising, and the dialogue between the Sheik Kahrdror and the Camel Phixture is in keeping with the change of scenery.

As might be expected the campaign at once singled the Camel Company out for attention. According to an official of the company who attended the convention, comment, good and bad, was heard at every turning. Some thought the copy "crazy," others "the best yet." But the company had accomplished what it had set out to do—to get into the lime-light of the convention and keep itself there as long as the convention lasted. Regardless of what different individuals thought about the "stunt," the one fact remained that they read the copy, and when they went back to their offices throughout the country they carried back with them a kindly and good-natured memory of the perilous trip of the Sheik Kahrdror and his faithful Camel Phixture through Wak Wak land.

This is but one of several illustrations that could be introduced here to show how the company has exploited its new name, and how it has made the camel advertise it in various ways.

Of course, the name has its shortcomings. Since its adoption other concerns have hit upon the camel and pressed it into service as a trade-mark, just as a host of concerns have used the lion, tiger, and the other familiar inmates of the advertising zoo. But for all that the story of the Camel Company is suggestive. It shows what a concern can do when it wants to. If the National Railway Specialty Company had been like a thousand and one other advertisers we might mention, it would have been content to do the best it could "under the circumstances." But it was not. On the contrary it prepared to make its own circumstances, rather than let circumstances make it.

How many other technical advertisers are there who bewail the fact that there is nothing interesting to be said about their product, yet are not willing to make an analysis of the situation and find the one way by which their copy can be brought to life and lifted above the ordinary?

**The
George L. Dyer Company
42 Broadway
New York**



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

Association's \$60,000 Campaign to Promote Use of Sewing Silk

Aim Is to Combat Substitution in Garment Trade

THE Silk Association of America, which numbers among its upward of 300 members the most important manufacturers in the country, has just commenced a vigorous campaign to promote the use of silk thread in garment making with an initial appropriation of \$60,000 for the season of 1916-1917. Large spreads already have been inserted in some of the most widely circulated trade-papers. The next step will take in the metropolitan dailies. The consumer campaign was inaugurated in some of the magazines by the insertion of unsigned, unidentified "teasers":

SILK SEWED SEAMS

A garment is as good as its seams

Ask: "Is it sewed with silk?"

SILK SEWED SEAMS

Spare the seams and spoil the gown

Ask: "Is it sewed with silk?"

These and similar teasers will be run regularly in some nineteen women's magazines, while the display shown on this page will run in the fashion quarterlies of some of the women's magazines, beginning with the Fall number.

A finishing touch to the campaign is a handsome and complete portfolio for salesmen's use, in which the entire campaign is laid out in detail together with reproductions of important letters received from manufacturers and others and excerpts from

numerous other letters from manufacturers, jobbers and retailers all over the country. It also contains suggestions for store signs and retailers' advertisements.

The reason for the use of the trade-paper first is the desirability of getting the news disseminated throughout the entire trade.

The dailies of New York City come next in order, because of the manufacturers of women's garments 72 per cent are located in New York City and within 100 miles of that center; there are 5,568 makers of men's wear, over 3,000 of whom are in New York

(Continued on page 33)

Silk Sewed Seams

"Is it sewed with silk?"

Five hundred women were asked, "Do you look to see with what your ready-made clothes are stitched?" The vast majority said, "No! I never gave the matter a thought. An entirely new idea to me. Hereafter, I shall certainly look to see whether or not they are stitched with silk."

The best manufacturers do use silk seams throughout, even in suits that sell as low as eighteen dollars! Yet today, even in many of the best shops, you will find fifty-eight-dollar suits, and forty-dollar silk dresses, stitched with a substitute for silk, at a saving of less than ten cents to the manufacturer! Fifteen-dollar waists at a saving of less than five cents per waist! Two-dollar-fifty gloves at a saving of less than one cent per pair! Even furs have been stitched with other thread than silk!

This many times without the knowledge of the customer! The next time you buy a suit, examine the seams. You can get silk sewed seams even in low-priced garments. It costs the manufacturer not more than an average of ten cents to give you silk sewed seams—seams that do not fade, do not rip, do not shrink or pucker after a wetting.

Ask: "Is it sewed with silk?"

The Silk Association of America

Look for this tag

A circular logo with a dark background. The words "SILK SEWED SEAMS" are written in a large, bold, sans-serif font across the center. Above this, in a smaller font, is "THE SILK ASSOCIATION OF AMERICA". The logo is designed to look like a small tag or seal that might be attached to a garment.

COPY IN FASHION PUBLICATIONS

TODAY'S Editor

*wants to talk to you this week
not as advertising men but as*

HEADS OF FAMILIES

If I tell you that the plan which I am laying before you here, has been years in taking practical shape in my mind; that its consummation is—to me—the most worth-while thing I ever have accomplished; that, now launched, its successful continuance depends only incidentally upon me; you will perhaps read between the lines and understand why I believe this plan to have a significance not for women alone, but for the whole family.

Will you listen?

HOME-MAKING is a supreme privilege. House-keeping is drudgery.

Home-making enlarges a woman's outlook on life. Housekeeping contracts it.

Home-making looks to the mental, spiritual and physical development of the individual. Housekeeping concerns itself only with the material needs.

Here, then, is a choice that confronts every woman at the head of a family.

I believe many excellent housekeepers would become ideal home-makers if they could be shown ways to system-

atize and simplify their work; and on the other hand, many home-makers could broaden and sweeten an already happy family life through inspiration coming from an outside source. Therefore,

TODAY'S *Home-Makers' Bureau*

It makes its first appearance in the October 1916 issue of TODAY'S.

It will consist of a series of monthly courses, or lectures, or lessons, dealing with all the activities of the home.

At the end of three, or at the most, four years, the woman who has followed the courses closely, will have acquired the equivalent of an education at a domestic science school of the first rank. Authoritative knowledge will be hers, and she will have obtained it with a minimum of technicalities and with reasonable speed.

The courses

now planned are as follows:

Cookery and Nutrition	Home Decoration
Household Management and Sanitation	Home Nursing and Infant Care
Financial Management and	Dressmaking
Budget Making	Millinery

Among the experts under whose direction these courses will proceed are Miss Caroline Hunt, U. S. Department of Agriculture; Miss Sarah J. MacLeod, Pratt Institute; Miss Winifred Gibbs, Columbia University.

A new editor has been added to the staff of TODAY'S whose sole duty it is to attend lectures on household subjects, to scan government and state college bulletins, to read new books and periodicals, and so to keep TODAY'S in-

formed of every important development in the field of home-making.

At this time, when most magazine makers are looking for ways to reduce editorial expense, it is certainly comforting for me to know that behind me stands a publisher whose own ideals are so high that he gladly approves the substantially increased expense that such services always entail.

The model apartment conducted by TODAY'S, known as TODAY'S Home, will continue to be used as an experimental laboratory and testing station, and is being greatly increased in size and equipment. The weekly luncheons there, at which I have had the pleasure of meeting so many of you during the past twelve months, will still afford a meeting ground for the discussion of the joint problems of advertiser and publisher.

THIS briefly is the scope of TODAY'S *Home-Makers' Bureau*.

It stands for Service—thorough, practical, honest.

It carries that service to the home-maker in the midst of her daily tasks.

It means for her lightened labor, intelligent administration, greater leisure.

But more than all it means *Growth*.

And because of her larger vision the life of the family whose destiny has been entrusted to her keeping will come to rich fulfillment.



Editor TODAY'S MAGAZINE

P.S. Your wife will appreciate your calling TODAY'S *Home-Makers' Bureau* to her attention. So make sure that TODAY'S MAGAZINE reaches *your home* every month.

Speaking to the Circulation Managers' Club, in New York, an advertising space-buyer said:

"Advertisers don't really know circulation methods, because circulation departments do not seem willing to explain clearly the policies they pursue to get circulation.

"It is a big problem to know how to get the real data about any periodical, because advertising solicitors don't themselves know definitely about their own circulation methods."

Leslie's would like to be clearly on record on these very points:

1. The "policies it pursues to get circulation" are the same merchandising policies that are found in successful businesses generally today;

2. Every advertising representative of Leslie's clearly understands and will gladly explain these policies, and what three years of "rated sales" have accomplished in building the largest high-priced and better-than-average circulation of any periodical in the world, with probably the highest net receipts per subscription of any large national periodical;

3. First-hand investigations by advertising managers and agents who have taken us up on our circulation department's standing invitation have invariably resulted in our getting increased advertising.

LUTHER D. FERNALD, ADVERTISING MANAGER

Leslie's

Illustrated Weekly Newspaper
Established in 1855

Member of Audit Bureau of Circulations

Boston NEW YORK Chicago

City and 1,100 in the four cities of Philadelphia, Baltimore, Cleveland and Chicago. The total production of women's garments is \$148,000,000, and of this \$121,000,000 is produced in New York City. Hence, the great majority of both men's and women's garment makers can be reached at once through the metropolitan dailies.

Again, "everybody watches New York"—an impression probably more nearly correct regarding the clothing trade than some others; besides which, the silk men feel that the "follow-the-leader" impulse is especially strong among these manufacturers, so that, when the big fellows manifest their determination to use silk thread in all cases where it is

suitable, the rest will drop into line.

The ground being thus cultivated and ready to respond to the consumer-demand, it is perfectly logical that the display ads of the magazine campaign should follow after.

The campaign is laid out on long-pull, persistent lines, on the theory that the work must be educational. Garment manufacturers and the general public must be taught the superiority claimed by the silk men for silk over all other sewing materials for utility, durability and appearance, and it is realized that to be effective the work must be consistent and thorough. So the campaign is to be backed with ample funds and the details are in charge of men of proven skill and long experience.

What conditions have evoked this vigorous co-operative campaign? The following résumé of statements made in circulars and trade ads already published, by those in touch with the work, and by some manufacturers, will prove interesting to all students of manufacturing economics and the possible evils of some kinds of substitution.

Investigations in the women's garment trade, among makers of men's clothing, in the shoe and glove manufacturing industry, furriers and others, revealed a most subtle and generally unsuspected cause of serious deterioration in the use of substitutes for silk in the sewing. The deterioration is said to be out of all proportion to the saving effected and is alleged to be

Do Women Complain of Seams Sewed with a Substitute for Silk?

"Nonsense!" says the Manufacturer.—

But read these reports from first-class New York and Boston stores:

(For obvious reasons the names of the stores quoted are withheld)

"We tried using substitutes for silk thread," said a Boston store about their women's suits, coats and dresses, "and the complaints we received have settled it for us that the public expects silk seams. We use silk always now."

"We have many complaints of the substitute threads used in *Georgette* Crepe and *Crepe de Chine* waists," says another Boston store. "Women complain that they run in the wash and *single the* waist look cheap after washing."

Silk Seams even in Men's Coats retailing at \$7.50

"In our men's suits," said this same store, "we used to have complaints of substitute seams. Now we use silk even in coats as low as \$7.50. Often it is in

That half a dozen good stores should admit having complaints about seams sewed with a substitute for silk is enough to set all womenkind on a look-out for similar trouble.

The mere knowledge that some of the best stores have made such admissions, while withholding their names, will make women suspicious in any store, unless they are guaranteed silk sewed seams.

Can New York stores afford not to prepare for such an awakening on the public's part? "No store could openly admit that they have complaints," said one manufacturer. "It would only bring more complaints in."

Buyers must specify now! "Sew all seams with silk."

Manufacturers who furnish anything but silk sewed seams for fall trade will regret it!

The Silk Association of America
254 Fourth Avenue, New York

the lower priced lines that people insist on silk seams."

A New York store having a large popular trade seal of their men's suits: "In the cheaper suits we may have complaints of seams ripping. We attributed it to the substitute for silk thread used."

Another New York store said of their women's suits and dresses: "There is dissatisfaction with the color of substitute seams fading in silk suits and chemise dresses, particularly if the shade is unusual."

"We used substitutes for silk a great deal at one time," said a house now on Fifth Avenue, "and we had many complaints. Now we insist on silk sewed seams and in our stock room everything that comes in is looked over thoroughly!"

an unfortunate result of the constant quest for short cuts in process and cheapness in materials entailed by the abrasion of uneconomic competition among manufacturers plus the downward pressure of buyers. Some of the facts excavated by investigators are astonishing.

It is stated that women's suits retailing up to \$58.00 are substitute sewed at a "saving" of less than ten cents per suit; yet one of the most conservative makers of women's garments, who uses silk exclusively on silk, wool, fur, etc., says that a reasonably careful examination of the garment within a short time after it were put in service would reveal the inadequacy of the substitute. Here, then, much is evidently sacrificed to cut a trifle from manufacturing cost. Silk waists retailing at \$15 and upward were found similarly sewed; and these are said to suffer immediately if wet, or laundered, where touched with perspiration, through the unequal shrinking, the running of the dyes, or the rotting and breaking of the thread; and here the "saving" is less than five cents the unit. In some cases, too, the needle holds silk and the bobbin the substitute. Here the "saving" is again cut in two—yet the makers take chances on their good will and reputation for such a bagatelle!

Gloves are reported to have been found, retailing up to \$2.50 the pair, which were sewed with a substitute with a reduction of less than one cent in manufacturing cost per pair. Shoes for which the consumer pays up to \$10 which are sewed with substitute are apt to disintegrate rapidly, yet the cost of making is only about three cents less on the pair. Furs sewed with substitute are said to be vastly depreciated in wearing properties, and they would be depreciated in price even more if the facts were known and understood.

In the women's garment trade it is estimated that the total of all this and similar "savings" might foot up 10 to 15 cents per unit, or from \$100 to \$150 on a

thousand garments—an average of around 1 per cent; and in the case of other lines too the saving is so trifling as to be barely appreciable.

No argument is required to convince anybody of the suitability of using silk to sew the seams of silk garments; but the silk men advance some reasons why silk should be used in other garments, gloves, shoes and furs for which the layman would hardly be prepared. Silk is said to be not only extra strong, weight for weight and size for size, but it is elastic, so that it gives and takes with strain instead of breaking under stress. But its chief claim to advantage lies in its being an animal fibre; hence unaffected by moisture. Thus not only does it not suffer from exposure to the elements, but it withstands perspiration, a feature of special and obvious value in the case of shoes, gloves, furs and men's clothing.

A peculiar, and perhaps unusual feature of this substitution is that it has come about practically unaware. It does not seem to have been hidden very carefully by the manufacturer. The buyer does not appear to have thought much about it. The consumer was accustomed to regard silk seams as institutional before the substitute of similar appearance was invented and has gone on the old-time, accustomed assurance that *of course* the garments were sewed with silk. As I have said, the change was very insidious, particularly so because, being a "mere detail," its far-reaching effect to the detriment of the merchandise was not appreciated. An interesting point, but one whereof the significance has not been determined as yet, is that there seems to be a greater proportion of substitution of silk-sewing in the women's garment trade than in that of men's.

The fact that in thus lowering the merchandise value there was no special malice on anybody's part is clearly established by the willingness which manufacturers have shown to change back to silk immediately their attention was directed to the serious consequences of their venture in

Right of Privacy

Sometimes our advertisers think we are unnecessarily strict in requiring them to produce written authority for the use of someone's photograph or someone's name.

The law makes necessary our strictness and much inconvenience will be saved all concerned if our advertisers will familiarize themselves with this law concerning the right of privacy:

"A person, firm or corporation that uses for advertising purposes, or for the purpose of trade, the name, portrait or picture of any living person without having first obtained the written consent of such person, or if a minor of his or her parent or guardian, is guilty of a misdemeanor."

Section 50 Civil Rights Law of New York

Infringement of this law may result (Section 51 Civil Rights Law of New York) not only in an injunction and damages for the injury, but in further damages as punishment.

The Butterick Publishing Company

Butterick
Building



New York
City

WHEN HOME LIFE

increased its circulation from 900,000 to 1,000,000 we reduced the rate per agate line from \$4.00 to \$3.50, beginning with September.

This unusual step met with universal congratulations from Advertisers and their Advertising Agents.

It was good business.

The response was immediate since in itself it occasioned many inquiries which brought HOME LIFE more directly under the scrutiny of wise buyers of Advertising space.

Have you received our confidential report on why and how we were able to take this step, even in the face of skyrocketing paper prices?

Write for complete DATA on HOME LIFE.

HOME LIFE

"The Small Town Family Magazine"

1,000,000 Circulation—\$3.50 PER AGATE LINE

MEMBER AUDIT BUREAU OF CIRCULATIONS

*Met
with prompt
Congratulations
— on Reducing
the Rate*

Get the latest reports of conditions in the Small Town Field — towns of 10,000 and under.

Let us show you by States, Counties and Towns where HOME LIFE can introduce your product through its advertising columns monthly to over 1,000,000 families.

Write

J. A. Lesker.
Advertising Manager

ADVERTISING DEPARTMENT

PUBLICATION OFFICE & PLANT
Ohio Street, corner La Salle
Chicago, Ill.
Tel. Superior 3280

EASTERN OFFICE IN CHARGE
A. J. WELLS, Vice-Pres.
1182 B'way, New York, N. Y.
Tel. Madison Sq. 7551

"economy." Already the Silk Association is in receipt of letters from the biggest makers of men's and women's garments. Deep interest in the campaign has been manifested by such manufacturers as Hart, Schaffner & Marx, The H. Black Company, Julius Stein Company, B. Kuppenheimer & Company, and by such manufacturer-jobber-retailers as Marshall Field & Co., and others literally "too numerous to be mentioned." Not by any means must it be inferred that all or even most of these concerns have used substitute; but among those who have done so the intention to change back to silk seams is plainly indicated when not specifically stated.

I am told that it was difficult to get the members together on this issue; also that, after the decision to launch a co-operative campaign was reached, some among the membership advocated an experimental or "try-out" campaign to run six months, or thereabouts. But eventually it was realized that in the very nature of things an educational campaign must be slow to show results, so the determination prevailed to make a good job of the undertaking by doing it right, putting up enough money, and taking sufficient time. And right now, while the men in immediate charge are naturally much gratified by some returns which have resulted with unexpected suddenness, it is realized that such prompt response has come from the best, most intelligent manufacturers and wide-awake retailers, and that the campaign can only be made permanently effective by sticking to the plan agreed upon and continuing the work for the three solid years, at least.

One particularly gratifying response came before the Association was completely ready for it. The circular of "Advance Information Affecting Every Manufac-

turer and Retailer," containing an outline of conditions and of the projected work in which the Silk Sewed Seams tag was illustrated, was out only a few days when many requests were received for the tags "in large quantities, and the price for same." Considering how reluctant are manufacturers generally to use any sort of tag or label that is not their exclusive property, this tangible evidence of a willingness to co-operate heartily is very pleasing to the Association.

The officers of the Association are: Charles Cheney, treasurer



THESE TAGS ARE IN LARGE DEMAND BY MANUFACTURERS

Cheney Brothers, President; H. Schniewind Jr., president and treasurer, Susquehanna Silk Mills, Louis Stearns, secretary and treasurer, John N. Stearns & Co., and M. W. Dippel, president, National Ribbon Company, Vice-Presidents, and Ramsay Peugnet, Treasurer and Secretary.

This movement furnishes another instance wherein men in the same line of endeavor have come to realize that they have certain fundamental interests in common which can be promoted much more economically and effectively along co-operative lines than through individual effort.

Charles Kuehn With Cheltenham

Charles Kuehn, for many years connected with the Packard Motor Car Company advertising department, at the factory in Detroit, has joined the Cheltenham Advertising Agency, New York.

The *Indiana Instructor* has started publication in Indianapolis as a monthly educational publication. D. T. Praigg, a former Indiana newspaper correspondent, is editor.

Buying Printing on "Price" vs. Quality and Co-operation

Most Printers Will Take a Cheap Job, but There Are Ways Unsuspected by Buyers of Making a Profit

By a Printer for Advertisers

I AM one of those printers who work almost entirely for advertising managers and advertising agents.

A few days ago I was called in to estimate on a job for a man for whom I had done considerable work.

It was a nice job and one that I wanted badly, but when this man began to beat down my price I got sore and refused to do business.

It so discouraged me to see the heart and soul taken out of what was a fine chance for a bang-up job that I decided to write a few things to the editor of PRINTERS' INK.

I believe some of the thoughts will be of interest for its readers.

I wonder if this type of buyer ever realized how plainly the few cents saved showed on the finished job. Men like him call themselves shrewd buyers and I want to confess right here that this kind of a buyer brings every ounce of my fighting blood to the surface.

Most of the time these shrewd buyers buy just 100 cents' worth for their good American dollar when they think they are buying at least from 130 to 150 cents worth for it.

First of all there is not one man among my customers who knows what a job should actually cost.

With most printing buyers it isn't a matter of what the job is really worth to produce. It's a matter of how much can they buy it for.

I know what it costs to produce printing, and, regardless of the fact that the wide variation in some printing bids causes buyers to think otherwise, I know that most every printer who is equipped to handle any and all kinds of work does know his costs,

especially those who specialize on advertisers' printing.

In any line of business estimates will vary. One man will think an operation will take an hour, while another will estimate that it can be done in forty-five minutes.

A few days ago I asked for bids from three carpenters to build a garage (yes, I have a Ford), and two bids were within five dollars of each other, while the third was much lower. I went over the specifications personally one by one with the low man and I discovered that he was not living up to the letter of them. When he revised his figures he was higher than either of the other bidders.

Good work based on the same specifications will come pretty close to the same price from several reliable and equally equipped printers or any other tradesmen.

BUYER WINS WHO KNOWS QUALITY

In my experience I have found that there are two general types of buyers. One buys on definite specifications and he demands and knows quality. The other is not so strict on specifications, and he buys on price almost entirely.

I'll take my chances any day on my estimates with the man who is strict on specifications and quality.

I know that I have the equipment, experience and organization to give just the proper quality to every kind of printing required by advertising men and at prices that are right.

It's the fellow who buys on price entirely that I have my battles with.

This type of buyer takes hours and hours to place an order. Never have I heard this type give out an order at my price without asking for a better price. He tells me that I'm the highest

We Didn't Print Enough Cosmopolitans

Early last Thursday morning the "best selling magazine" went on sale on the newsstands from Maine to California.

In twenty-four hours it was difficult to find a copy anywhere.

More than a million of the new BIG September Cosmopolitans found their way into the homes of more than a million of your prospective customers.

How many of them have since been begged, borrowed, or stolen by friends and neighbors is beyond the range of the statistician.

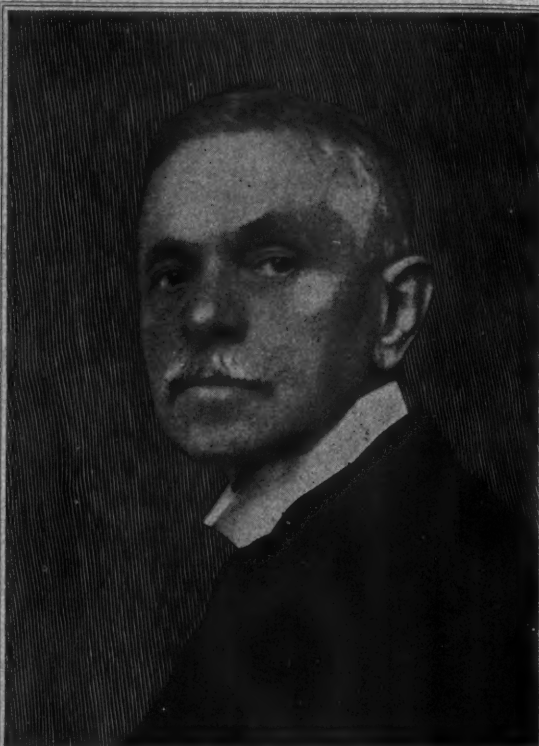
But one thing is certain: Every advertiser in September Cosmopolitan got more than he paid for.



P. S.—A "closed list" or a "limited appropriation" is no barrier to the shrewd advertiser who sees such great value staring him in the face.

Now is the time to get busy for the November issue.

*COSMOPOLITAN is a
member of the A. B. C.*



BUILDERS *of* AMERICAN BUSINESS

THOMAS HIGGINS, PRESIDENT OF THE MILLIGAN
AND HIGGINS GLUE & GELATINE COMPANY

"From its outset, **SYSTEM**, the Magazine of Business, has been to myself and the other officers of this company an inspiration, and it has pointed out the true way."

Thomas Higgins

NUMBER LVI in the series of portraits of readers of **SYSTEM**

man on the job. He feels very sorry that he cannot give me the order, etc., etc.

Sometimes I refuse to compromise or debate the details of the job and leave his office. But more often I try to find out what he will actually pay for the job and then we reach an agreement somewhere between his price and mine.

When he does give me the order for the job at his price I just know that he is patting himself on the back because he is a clever buyer.

Is he? Not once in ten times.

I'll cut a price just so far and then I stop, and when I do the cutting I know in my mind's eye just where I can cut the quality to keep from losing my profit.

HOW A JOB MAY BE SKIMPED

Here's a secret, Mr. Advertising Man: There are at least six stages in the printing of a job where the work can be done passably well or done as it should be. And if the job is a price job you can bet that no workman in my shop puts in but just so much time on his part of the work.

For instance, I have four "star" compositors whose salary is half again as large as that of six other compositors in my shop. (I am not giving actual figures here because someone may discover the name of the city where I live.)

Nine times in ten these men will turn out a real piece of "get-under-the-skin" advertising matter from an ordinary piece of copy.

But you can bet that this high-priced help does not work on a "price" job if I can help it.

The other six men can set a fair job, but it hasn't the sales value that it should have—it lacks "something," the "something" that the "star" compositor knows how to get into the copy.

And when a form is locked up for press the pages can be made to "register" well enough in an hour or they can be made to register perfectly in two hours. The price job gets the hour.

Therefore the price job doesn't get the best in the composing-room.

It's the same in the press-room.

I have two classes of pressmen, both of which make a job ready for running in about the same time, but one class of these men gets half again the salary of the other class, and the finished job shows this difference in salary immediately. Yet the work of the cheap man will pass as good work anywhere, but it hasn't the snap and color which is always found in the work of the high-priced man.

Therefore, the composition on a price job is fair, and the press-work is fair, but no one who receives the job will be more than ordinarily impressed. The job is printed well but not printed right.

The quality buyer invariably calls for paper by brand name, where most price buyers call for grades only without specifying any brand.

Usually the instructions will read No. 1 Enamel, or Super or M. F.

Before the advance in paper prices and even now I know of where to buy five different No. 1 Enamels, all varying in price. The same applies to Supers and M. F.

Therefore, I can give a No. 1 Enamel at his price without cutting my profit.

The same is true of inks. Reds can be bought at prices varying 50 to 100 per cent. There are Blacks and Halftone Blacks, and Poster Blues and Real Blues.

When a customer buys the paper and specifies the ink then that makes it easier for me to get the job. I am selling labor and brains, and I win more than 51 per cent of the time because of lower operating costs.

I have one regular customer who gives me nearly all of his work and never disputes my price. Many times he never asks for a price. This man always gets the best of everything I sell. His work always has snap and distinctiveness.

I have another customer who never pays the price of my first bid, and as I know I have a more than even chance of getting all his work I make it a point to bid high and then come down to get the job. This man also gets the

best I have because I figure high enough to come down and still give him maximum quality.

I have another man who gives me all his ad composition, but he always disputes the bills for it, and I have to make some concession to get them passed. When I first did his work I wanted to keep the business and lost some money; but now that I know my man the concession is in the bill, and after the usual debating I take off the concession and the bill is passed.

BUYERS' PECULIARITIES

Among my customers are some of the most eccentric men I ever met. They are full of fads.

One man claims that if he didn't rip and tear every job and have a large author's alteration charge, his client would not think he was getting good personal service. How's that for an idea?

There are two others who use orange and black on practically every two-color job they order.

One of these men is a price buyer and one is a quality buyer, and as they both were in love with the same colors of ink I once put over a stunt on the price buyer that has him guessing to this day.

He had an order of 100,000 sixteen-page booklets to give out, and I had already received an order for 50,000 of the same size booklet from the quality buyer.

If I could get the order from the price buyer I would print two sets of plates of his job, and one set of plates of quality buyer's job *all at the same time* and save most of the presswork charge on the price buyer's job.

There were ten printers after the price buyer's job, but I put in my estimate based on immediate placing of copy and a certain delivery date. (All in line with the other job which I had.)

When the price buyer saw the price he gulped and reddened and looked at me in an attitude of "Are you insane?"

He said, "Haven't you forgotten something?"

"No," says I. "But are the conditions agreeable?"

"Sure, I'll write the order now," was his reply.

Well, he got a good job and I made a better profit on this job than any other I ever printed for him.

Say, but didn't he try to get a reprint at my first price! But there was nothing doing. He couldn't find a printer who could reprint it at my initial figure.

I have often been able to double up and save considerable money for my quality buyer friends and pass this saving along to them. I've done it many, many times. All I want is my price. No more. No less.

But I never pass this saving on to the price buyer.

The price buyer is always endeavoring to outwit me, and in so doing make a name for himself as a shrewd and clever buyer. If I outwit him and make a few dollars more on the job because of my inside knowledge, then I consider that I earned every cent of the saving.

But when a man treats me fair and pays me my price for my work I'm going to co-operate with him and help him save all the money I can.

GREATER KNOWLEDGE WOULD HAVE SAVED BUYER MONEY

Not long ago a buyer who had not given me even a hearing for some time sent in specifications for an estimate on which he was furnishing plates and stock.

One of the items called for slip sheeting and meant the handling of about 100,000 slip sheets.

I called him up to learn if all the printers on the job had absolutely figured slip sheets.

"Positively," was the reply.

Well, I figured the slip sheeting at one dollar per thousand (it can't be done at this figure but I wanted the job for a purpose) and I got the job.

On the bottom of the order was "this job must positively be slip sheeted."

I changed this to read "this job must be positively free from off-setting," and sent it back asking if it was agreeable.

It was.

I printed the job *without* slip

The Green Meadow Club

THE Green Meadow Club has a meeting every month in THE PEOPLE'S HOME JOURNAL.

Among those present are Peter Rabbit, Grandfather Frog, Johnny Chuck, Striped Chipmunk, Reddy Fox, Old Mother Nature, Jumper the Hare, Miner the Mole, Happy Jack Squirrel, Blacky the Crow, Unc' Billy 'Possum, Drummer the Woodpecker, Little Joe Otter, Billy Mink, Danny Meadow Mouse, Bobby Coon, Sammy Joy, Spotty the Turtle, Lightfoot the Deer, Winsome Bluebird, and all the boys and the girls in our 900,000 homes. Yes, the fathers and mothers also may often be found at these meetings.

Advertisers have an unusually good opportunity to address each meeting and to win the loyalty which boys and girls feel towards products which they learn to know as children.

THE PEOPLE'S HOME JOURNAL
-80 Lafayette Street, New York

A. B. C. MEMBER

THE PEOPLE'S HOME JOURNAL has 1087 subscribers in Houston, Texas, exclusive of news-dealers' sales; 34 "subscriber agents" represent it there.

THE PEOPLE'S HOME JOURNAL has 185 subscribers in Monit, N. D., exclusive of news-dealers' sales; 8 "subscriber-agents" represent it there.

FOR THE AUTUMN CATALOG AND BOOKLETS / / / /

YOUR art work and engravings must carry more than half the burden of your advertising message. They must attract attention favorably in order to secure a reading for your copy. They must supplement the argument of your text to make your selling urge efficient. To accomplish this they should be printed on

WHITE MOUNTAIN ENAMEL

A sheet of shimmering whiteness that takes a clear, sharp impression from the finest screen half-tone, preserving the color values and atmosphere and giving *life and tone and character*. The surface is perfectly smooth—glossy enough for the production of first-class vignetted half-tones but not unpleasantly shiny as a background for legible type matter.

White Mountain Enamel is moderate in price and is carried in stock in sizes and weights to meet the requirements of all markets.

Samples and Dummies on Request

THE WHITAKER PAPER COMPANY
CINCINNATI, OHIO

Birmingham

Detroit

Atlanta

BAY STATE PAPER CO. DIVISION . . . BOSTON
SMITH, DIXON DIVISION BALTIMORE

New York Office—Fifth Avenue Building
Chicago Office—Peoples' Gas Building

sheeting, made an extra \$100.00, and I defy any one to find a copy that is off-set in the slightest respect.

This buyer was so insistent and cock-sure that slip sheeting was the only method of avoiding off-set, and he had such a big reputation as a clever and shrewd buyer that I considered it my business to make an extra hundred if I could.

There's another trick of the price buyer that got by me once, but only once.

He banters and bargains to the last penny, and then he wants to know how much I'll take off if he allows me to use my imprint on the jobs.

Well, I tried it once, and I found that the close-priced job which did not show quality was a poor thing to put my mark on. It did me more harm than good.

Now I take the proposition on provided I am allowed to deviate from specifications. Then I shift and scheme and work overtime trying to do the impossible. Sometimes I win. Sometimes I don't.

Quality buyers seldom object to my mark being on their work, and they do not ask for any rebate on its account, either.

Mr. Price Buyer gets all he pays for from me and no more, and mark this well, *I never saw a real strong, distinctive and compelling piece of printed matter come from any concern who had a price buyer.*

On the other hand, the real powerful and striking piece of sales literature is nine times in ten the result of quality buying.

And quality buying costs only a trifle more than price buying.

The big thing in a printed job is the service a printer gives, and he cannot give this unless he has your good will and your real co-operation and trust.

And you do not trust and respect a man that you are always trying to have do something for you below cost.

Of course printers' prices vary and some quality buyers are paying more than others. And some price buyers get a real bargain now and then.

But you want to do business with a man who intends to stay in business, and the printer who is losing money either consciously or unconsciously is not going to stay in business very long.

The price buyer and the ignorant printer are like the farmer who put green blinders on his horse and fed him shavings. About the time the farmer thought his scheme was a winner the horse died.

Would you know the most economical method for buying?

Then pick out a good reliable printer, investigate him thoroughly, try him out on small jobs, make sure by degrees that he is fitted to handle your work to the best advantage, then make him your friend, and treat him as one business man should treat another.

And he will work his head off trying to please you, trying to make your deliveries on time and trying to devise ways and means to handle your work more economically.

All your printer asks for is a chance to live and let live.

Derby Hats Scarce

Higher manufacturing costs, brought about by the dye scarcity, the increase in the cost of fur, trimmings and labor, will drive the retail price of soft hats up 25 cents for the fall trade, according to the John B. Stetson Company. Another feature of the coming season will be the change to lighter shades. The pearl gray and kindred shades running into light green will be evident. This has been the result of the stringency in dyestuffs. Black dyes and the deeper greens have been unusually scarce. For this reason the derby will, to a large extent, give way to the soft hat because of the variety of shades the latter type allows. The Stetson output this year, it was said yesterday, will aggregate about 80 per cent in soft hats, with derbies consuming the remaining 20 per cent. At the factory of this company it was asserted that the cost of making hats of both grades had jumped 50 per cent in the last eighteen months. In spite of this, however, sales for the fall season have established a new high record.—Philadelphia Public Ledger.

Display Men's Convention

The nineteenth annual convention of the International Association of Display Men was held in Chicago last week. Approximately 500 delegates attended. The next convention will be held in St. Louis. E. J. Berg, display manager for the Burgess-Nash Company, was elected president.

A Symptom of the Broadening Retail Outlet

The "Military Shop" Sells at Retail and Also Has Mail-Order Department—Started to Supply the Military and Naval Service, It Now Has a Growing Trade Among Civilians

TO the manufacturer who is ever on the lookout for new retail outlets for his goods there may be more or less significance in the success attained by Meyer's Military Shop—a combination retail store and mail-order house located at Washington, D. C. The business built up under this unusual title would at least seem to prove the fallacy of the theories of the pessimist who contends that no further specialization is possible, under present conditions in the retail field.

The Military Shop found sufficient justification for its name at the outset in the fact that its business was largely with officers of the U. S. Army, Navy and Marine Corps. Then, as now, all manner of wearing apparel formed the backbone of the stock and the officer who wished to supplement or duplicate the Government's regulation outfit was catered to at the Military Shop. For example, the susceptible young officer who cut the buttons from his uniform to oblige some trophy-hunting belle was enabled to replace them at the Meyer institution.

As the public learned of the quality of various Army standard articles, as, for instance, blankets, outside demand increased until it overshadowed the "service" trade. The penchant of present-day femininity for all sorts of military and naval wearables from puttees to cap ribbons helped things along. The mail-order feature was a natural outgrowth and there is now issued annually a large illustrated catalogue, which is sent to a big mailing list, and which pictures and describes a wide range of standardized goods as well as a varied assortment of

private brands, marketed under a name obtained by spelling "Meyer" backward.

For the producer of specialties of any kind perhaps the deepest significance of the Military Shop innovation is that it affords one more bit of evidence as to the trend of the times whereby the boundaries of the old-fashioned retail lines are being obliterated in the eagerness of retailers to stock every line that will yield a profit regardless of whether it is ethical or not according to old-fashioned ideals. To illustrate, the Military Shop management denies that the institution can be classed as a sporting-goods store, and yet it carries a full line of tennis rackets. On the other hand, wouldn't you naturally expect to find a full line of Boy Scouts' equipment in a Military Shop? But you do not find it because S. N. Meyer, the manager, declares that the trade of boys is too much bother, principally because the boys demand low-priced wares which means poor quality and a narrow margin of profit. Asked as to his policy Mr. Meyer said: "I have no hard and fast rules. I will stock anything which seems to fit in at all with my line and the makers of which will stand behind their goods,—for dependable quality is a first requisite with us." "We are asked to stock a varied range of goods," he continued, "and it would surprise you how often we are asked to take goods on consignment when we have declined to buy outright."

Advertising of the Military Shop has been confined principally to army and navy journals, sportsmen's magazines, etc.

Sea-serpents Losing Advertising Punch

A seaside resort that has not yet reported the sighting of the "Bremen" has something to learn about the art of advertising.—New York Sun.

H. H. Baker With "Good Health"

Harold H. Baker has been appointed Western advertising representative of *Good Health*, with offices in the McCormick Building, Chicago.

Lord & Thomas Creeds

No. 8. Sincerity

Humor has no place in advertising.
Nor has poetry. Nor any touch of lightness.
Spending money is serious business. And most folks so regard it.

You are seeking confidence. Deserve it.

You are courting respect. Avoid frivolity.

People are not reading ads for amusement. They seek information. And they want it from a man who seems sincere.

Picture a typical customer. Consider his wants—and his ignorance—respecting what you have to sell.

Consider the importance—to him and to you—of what you ask him to do.

Write as though that man were before you.

Write as though your future depended on that sale. Your future does, when your words go to millions.

Don't pass an ad until you feel that the reader will find it resistless.

Make your case impregnable.

Make every word ring with truth.

There is nothing so winning in the world as absolute sincerity. Nothing is so abhorrent as its lack.

This is the eighth of a series of business creeds to be published in *Printers' Ink* by Lord & Thomas. If you desire the set in card form address
Lord & Thomas, Chicago, New York or Los Angeles

The Rising Cost of Selling in Department Stores

Store Managers Tell of Their Struggles to Meet Changing Conditions—Significance to Manufacturers

MANUFACTURERS who watch closely changing conditions in the selling field in order to adjust their own work accordingly will not fail to reflect upon the significant testimony of many of the department stores of the country that costs of operation are steadily rising. Department-store managers are, it seems, fighting helplessly against social and economic influences that tend to make their selling costs considerably higher than those of the smaller specialty shops, neighborhood stores and mail-order houses.

These costs affect the whole gamut of the relations between manufacturers and the big stores. They throw an interesting light upon the desperate pushing of private brands, flaring announcement of price-slashings, and stubborn adherence to what the national advertiser regards as wrong-headed merchandising of various kinds. They lend an increasingly attractive aspect to the more stable smaller shops as manufacturers' distributors.

For years past the common impression has been that the expense of selling in the big store is, in percentage, away below that in the small retail establishment. The department store has in fact been held up to admiration as the embodiment of perfection not only in concentration and efficiency, but likewise in economy of operation. The department-store managers accepted that popular valuation. Now they are just beginning to find out that their business system does not by any means possess all the virtues that have been attributed to it by an admiring public and scared competitors.

Percy S. Straus, of R. H. Macy & Co., of New York, discovered a few months ago that of the total expense of running the Macy store more than 50 per cent is

paid in wages. All the other expenses, rent, light, heat, insurance, advertising, etc., take in the aggregate considerably less than 50 per cent of the whole outlay. The reason that a 50 per cent outlay for wages and salaries seems excessive is because of the nature of the business in which Mr. Straus engaged. He says that for a manufacturing business where a raw product is handled, —maybe a raw product of no value until labor is put into it, —a labor cost of 50 per cent not only does not seem excessive, but for all he knows may be very low, but he figured that a department store handling only finished products ought not to have so high a bill for help.

EXCESSIVE COST OF GETTING SATISFACTORY HELP

After the Macy executive made his discovery as to the high cost of the human equation in the modern department store he took the trouble to compare notes with other prominent department-store managers and he found, so he says, that not one of them realized the heavy proportion of the budget that went for this sort of service. They had been accepting consciously or unconsciously the tradition that the expense of selling in the department store is low.

An analysis of employment conditions in the Macy store, made by Mr. Straus, throws much light upon one of the causes for the present "peak" on the chart of selling expense. The figures were prepared by Mr. Straus for the U. S. Commission on Industrial Relations, so that they may be accepted as authoritative. The firm of Macy & Co. now has 4,344 employees, of which number 1,634 or a little over one-third have been with the store less than a year. Moreover, to get those 1,634 new recruits the firm had to



Selling

Our advertising illustrations are intended to show your product—and sell it.

Your first dealings with us will convince you that we are both artists and salesmen.

Our organization includes the best artists available and an equally competent staff of practical business and advertising men.

CHARLES DANIEL
FREY
COMPANY
Advertising Illustrations

104 South Michigan Boulevard
CHICAGO

THE HUB Henry C. Lytton & Sons

W. & Carter Bldg. and Tel. 10-1000

Building Upon Our Reputation for Value Giving with **Spring and Summer Suits**

"Everlasting Improving
performances" is



stone of the best ideas for the **display**
and sale of musical merchandise which
have been evolved through the cumulative
experience of more than half a century.

LYON & HEALY

WABASH AVENUE AT JACKSON BOULEVARD

REVELL & CO.

Special Values in Fine
FURNITURE
Solid Mahogany
Liberty Table



Hassel's store for shoe money savers
MEN who like to buy low
shoes when the buying is
good are crowding this store
and getting big values. Hassel's
twice-a-year sale is their special
chance to save money.

Low shoes, \$2.85, \$3.85, \$4.85, \$5.85

These values are in \$10.00 a pair and are in
shoes of fine and best in each price. As
shown, we buy in 100's of the best shoe
made.

For order and delivery in low shoes are in 100
and more pairs in the store at instant.

HASSEL'S Dearborn & Van Buren
N. W. Cor. (Mondach Bldg.)

Conservative Banking

Depository Practices

Conservative policy of the manager
of the bank is to secure the best
advantages along lines which the best
financial judgment considers. In
domestic and foreign investments
bankers are made only on readily re-
turnable securities; in investments
are in carefully selected bonds.
Cash resources are maintained at a
high level, and there is broad pro-
vision in the case of emergency.
and capital employed. Your patronage is invited.
Central, surplus and profits over \$4,750,000.

Harris Trust & Savings Bank
Depository Practices
100 N. Dearborn St. Chicago, Ill.

First Trust and Savings Bank

Capital and Surplus
\$1,000,000.00

Safety for Savings
Invest in Large
Courteous Service
Convenient Location



DO YOU KNOW
**The Two Finest
Player Pianos?**



A glove for every occasion
Complete line of gloves for men, women and
children. Fine quality, stylish and comfortable.
Gloves for the day and evening. Fine quality,
stylish and comfortable. The best of the best.
The best of the best. The best of the best.
The best of the best. The best of the best.
The best of the best. The best of the best.

A.C. McClurg & Co.
Send a Vacation Package
A vacation package for you and your family.
A vacation package for you and your family.
A vacation package for you and your family.
A vacation package for you and your family.
A vacation package for you and your family.
A vacation package for you and your family.

THE FAIR

Special Values in Fine
FURNITURE
Solid Mahogany
Liberty Table

Sale Men's
Several thousand \$10.00
\$10.00 and \$12.00
We have selected the
best of the best. The best of the best.
The best of the best. The best of the best.
The best of the best. The best of the best.

**Exquisite
Spring Suits**
\$25
The best of the best. The best of the best.
The best of the best. The best of the best.
The best of the best. The best of the best.

B.L. Straw Hats
The Taste Ideal
\$3
BEACHEY & LAWLOR
Dearborn & Monroe Sts.

**The Northern Trust
Company-Bank**
Depository Practices
100 N. Dearborn St. Chicago, Ill.

\$6.50

The reason we say this is that we can get on more
of this limited supply. The time is coming when
we will have to close it out. Good
reasons why. Let include important features
in price. High class, made of fine, elegant
material and white and a few handsome, button
style. It is of your advantage to come
early.

Q'Connor & Goldberg
208 So. State Street
Phone 10-1000

ry the even a modest man
then about himself," the
AMERICAN
CIRCULATION)
of big advertisements, such as
ns—especially is it pleased to
sed line of business carried
widened of its circle of
unnn counts

The Volunteer and the Conscript

ADVERTISERS are responsible for it. They demand volume. They talk about other things but when it comes to act, they place mass before class. They get it—and they pay for it. Also they get returns on their investment because of the wonder-working power of publicity which seems equal to anything. When it comes to measuring the selling power of each copy, class outweighs mass. The reason why the public buys a publication is more significant than the numbers circulated.

YOU KNOW what happens when a really good subscription agent gets hold of a victim. A lot of subscription circulation is really conscription—and you can place the accent exactly where you like. Conscription circulation is a good thing in a lot of ways. It makes readers, for instance, of many people whose inclination is to do something else. It is profitable for the agent and for the publisher,—sometimes. The advertiser pays the bill which is eminently fair, for he gets just what he demands.

THE VOLUNTEER is worth about five conscripts. The chances are that you have been a conscript at least once in your life and you know how you felt about it.

THERE isn't a single conscript among the readers of POPULAR SCIENCE MONTHLY. Ninety per cent. of them march up to a newsstand and pay fifteen cents for their copy. They buy it because they want to read it and for no other reason. It meets a recognized need. The POPULAR SCIENCE MONTHLY joins in no clubbing offers, employs not a single canvasser and gives no premiums of any kind. Every one of its readers is a volunteer. And its circulation has more than doubled in six months.

Recession

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employ during the year 6,807 new employees. Of that number 2,866 were laid off for incompetency or other reasons, and 3,846 quit or resigned for reasons of their own.

Mr. Straus persists that the picture is not quite as dark as it looks at first glance. The mortality rate among the "young help" he admits is appalling, but among the older employees, and especially among the experienced salespeople, the situation is not so bad. In proof of this the Macy manager points out that the firm has 482 employees who have been with it for from one to two years; 1,203 who have served from two to five years; 509 that have maintained their present connection for from five to ten years; 416 that have been on the payroll for periods ranging from 10 to 26 years, and 74 who have been connected with the house for more than 26 years.

Much is heard nowadays, whenever rising distributing costs are under discussion, of the high cost of delivery from retail stores. It might almost be said that this is cited in most instances as chiefly responsible. The department-store delivery system is a big liability, to be sure, but the average department-store manager does not feel that, in this respect, he is at any disadvantage as compared with the small retailer, provided the latter delivers goods at all. Where the department-store man loses out, at least in contrast to the small shopkeeper, is by the operation of dozens of influences, all of which tend to cut down the service rendered by his sales force and thereby to increase, of course, its cost. Various civic movements and "uplift" work thus shave productive capacity.

For a concrete instance of how the spirit of the times touches the policy and perhaps the pocket-book of the modern department stores just glance at the gradual shortening of the selling period that has taken place in the Lord & Taylor retail store in New York. "We used to open," says Wilson Hatch Tucker, the manager, "at eight o'clock in the morning. We thought it was a little too early and then we

opened at eight-thirty o'clock, and that ran along for a number of years. Finally we came to the conclusion that nine o'clock was time enough and so we have opened at nine o'clock the past year or two." The Lord & Taylor store closes ordinarily at six o'clock in the evening, but in summer the closing hour is five. The practice of closing half a day on Saturday was inaugurated some years ago, but this past year there was introduced the plan of closing all day Saturday during July and August. The Wanamaker store has cut down the working period almost as much,—surely a contrast to the little one-man-and-family neighborhood store that keeps open from 7 a. m. until 10 p. m.,—and allows an annual vacation of one or two weeks with pay to compensate for any overtime the salespeople may be called upon to put in.

After all, however, such considerations as the number of "shopping hours" per week may be incidentals. The big factor of the expense of selling in the department store is the remuneration paid to the sales force for moving the goods. It is the slant of this whole proposition, too, which most intimately concerns the manufacturer or advertiser because it bears direct relation to the margin of profit he must allow to distributors. It is a particularly interesting subject for study just now because the whole department-store world is engaged in a most animated debate as to what is the proper and ideal basis of compensating the salespeople—what form of reward will best stimulate sales effort.

OPINIONS DIFFER ON METHOD OF PAYING SALESPeOPLE

Shall the department store pay a straight salary, or salary and commission or commission only? This is the conundrum of the hour in the circle of our modern department stores and the average manufacturer selling through department stores may yet find himself in the role of the innocent bystander. That this is a problem upon which experts disagree is patent. Preston P. Lynn,

for the past twelve years manager of Wanamaker's in New York, says that a straight commission basis is the best stimulus to the sale of goods. Manager Tucker, of Lord & Taylor, is as far on the other side of the fence. He says: "A straight salary is a thing I believe in thoroughly."

Just here it should be pointed out that the sales force in the average large department store—that portion of the personnel depended upon to move the goods and whose incentive is therefore a matter of importance—does not in some instances comprise more than one-third or one-fourth of the total employees of the store. At Wanamaker's in New York, for instance, there are 4,700 employees and not more than 1,100 on the sales force, about 725 of the latter being women and the remainder men. B. Altman & Co. has a sales force of 750 women and 250 men, but this number is, of course, greatly overshadowed by the combined forces of the clerical, shipping, delivery and other departments.

COMMISSION SYSTEM ON THE GAIN

The investigation made by the Industrial Relations Commission has demonstrated that the payment of commissions for department-store selling is unquestionably a growing practice. However, there are few big department stores where the system has been adopted as unreservedly as it has been at Wanamaker's in New York, where for the past two years the whole selling force has been on a commission basis with the salaries that are drawn regarded by the store management as drawing accounts.

"The commission system," according to Manager Lynn, "means that we have a higher grade of help. It has increased the efficiency of the grade of the selling force." In this store the percentage of commission allowed to the salespeople in any given department is determined by the class of merchandise and the volume of sales. The commissions paid range from 4 to 10 per cent, and do not fluctuate with the sea-

son. Settlements are made monthly, quarterly or at six-months' intervals.

In effect this system causes some of the salespeople at times to run in debt, but future percentages are checked against the debit only for the year. The piano department of the Wanamaker store is one which is cited by Mr. Lynn as an example of a selling unit where the salesmen do not earn their salaries during the dull months of June, July and August, but earn them four or five times over in the winter, especially at the holiday season, when, as he says, "Some people in the piano department get checks for \$1,000." With the heads of departments Wanamaker has a profit-sharing system designed "to inspire them to sell more goods."

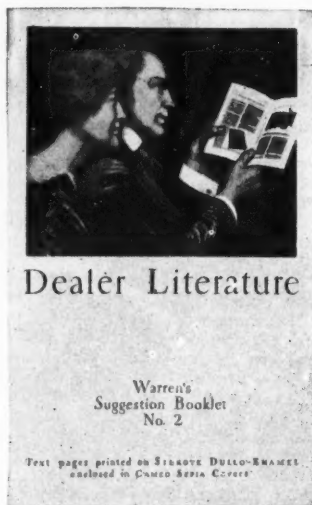
R. H. Macy & Co. claim credit for the introduction of the commission system in the large department store, and have continued it, paying out at the present time about \$1,600 per week in commissions, above salary. Relative to the inception of the commission idea Percy S. Straus says: "For a long time we had been trying to find some method of giving the salespeople a definite interest in their activities, so that in proportion to their effort they would have return, and after a great deal of consideration we made up our minds the best way we could do it would be by a form of commission."

In order to have a basis for its commission system Macy averaged the selling expense for each department for each month for a period of five years. Explaining why Macy chose the monthly method instead of putting the commissions on a non-fluctuating annual basis, Mr. Straus said: "We determined on doing it monthly because naturally with increasing opportunities in certain months, with decreasing opportunities in other months, if we had had a definite single scale there would have been many months in the year when an employee could not have earned the commission and our purpose was

**Is this now being read
by a star layout and
idea man?**

We want another one.

Hanff-Metzger
Incorporated
Advertising Agents
95 Madison Ave., New York



A Spotlight on Dealer Literature

This booklet sets forth the practical ideas of a man who has solved the problem of making retailers get behind his goods and push—he has solved it so well that in many cases orders were taken without the retailer even seeing the goods. The article is so clear, sensible and detailed that it is simply bound to give you helpful pointers on your own work.

Furthermore, the booklet is filled with reproductions of effective pieces of dealer helps, booklets, leaflets—suggestive in many ways of methods to put life and power into your printed matter. Write for "Warren's Suggestion Booklet No. 2"—it's free.

S. D. WARREN & COMPANY

Manufacturers of Standards in Printing Papers

163 DEVONSHIRE STREET, BOSTON, MASSACHUSETTS

to arrange it so that a commission could be earned month by month."

The averages that Macy obtained were, of course, in fractions, and because it is difficult to figure percentages on a smaller basis than one-quarter the firm in computing the allowances for salespeople, invariably has taken each percentage average and placed it at the next higher quarter. Thus if a department average is $3\frac{1}{4}$ it is made $3\frac{1}{2}$, and if it is $3\frac{3}{8}$ it is made $3\frac{1}{2}$. Having figured, on the basis of departments, the amount each employee would have to sell each month to earn the salary that he had been receiving, the firm made that a limit and arranged to pay a commission on all sales beyond that average, the percentage being uniform in all departments. The average of "supersales" in the Macy store is 2 per cent.

MR. STRAUS EXPLAINS COMMISSIONS IN RELATION TO SALESPeOPLE

Manager Straus had a rather interesting controversy over this matter of commission payments not very long ago with Hilda Svenson, organizer of the Retail Clerks' Union of New York. She claimed that the clerks in all department stores prefer a straight weekly salary rather than a commission, which latter she characterized as nothing more nor less than a "speeding-up system." Her explanation of the supposed disadvantage to the clerk was that the harder one worked the harder the necessity, owing to the supposed necessity of each year selling a larger amount than the previous year in order to get a commission. Mr. Straus denied this necessity or that the percentage is changed every year.

After pointing out that Macy sends to each new employee a series of letters fully explaining the workings of the commission system, Mr. Straus said: "At first it was very difficult to make the salespeople realize that we were anxious to have them earn commissions. There was a feeling, especially among the younger help, that we did not want them to earn the commissions. Our intention at first was to reprimand

anybody that persistently did not earn a commission. If they persisted we intended to discharge them, but we have not carried out that policy." In a letter relative to commissions which Macy sends to its employees it is explained: "Remember that Macy's is going ahead each year, so we expect more sales this year than last and more sales next year than this. If you apply yourself closely and strive to please you will do your part to bring about the necessary monthly increase in business, and as a consequence you will earn commission over and above your salary every week in the year."

HIGH WAGES IN PLACE OF COMMISSION

Some department stores are against the commission plan entirely and, as has been pointed out, Lord & Taylor is one of these. Manager Tucker, who has 2,800 employees in the retail store, says: "I believe if you get the salespeople interested in the work and get their heart in the right place they will work just as hard without offering them a prize." However, it must be borne in mind that Lord & Taylor have the reputation of paying the highest salaries to the sales force of any department store in the country and have a minimum wage of \$9 for its saleswomen, whereas other big New York stores range as low as \$6 minimum.

President Louis Stewart, of James McCreery & Company, is a believer in the commission scheme of selling. Several years ago his firm decided to give the salespeople one-half of 1 per cent on all their sales, which, he says, "meant practically a 10 per cent increase if, perhaps, the selling was based on 5 per cent." The McCreery salespeople, under this system, get one-half of 1 per cent in addition to salary, regardless of whether they sell more or less than they did last year, and this commission is figured regardless of the profits of the firm. Bloomingdale Brothers have a plan that works out in commission remuneration in that a department that sells more on a percentage than another department gets a certain

amount of money for division among the salespeople.

There is in vogue in the department stores one form of commission that is of especial significance. This is the bonus, known in trade jargon as the "p. m.," and it is given in reward for unloading slow-moving goods or specialties which a firm is anxious to push. That the "p. m." is a favorite lever for moving private brands—increasing by just so much the selling expense of such private brands—is well recognized in department-store circles. Hiram C. Bloomingdale, of Bloomingdale Brothers, stated recently that his firm seldom allowed commissions to its 1,603 employees except in the form of "p. ms." and then usually for "goods of our own manufacture that we wish to push."

Even Lord & Taylor give "p. ms." to a diminishing extent. Manager Tucker states his position on this as follows "P. ms. are entirely different from commissions to my mind. We do pay 'p. ms.' in a great many departments. A 'p. m.' is a commission given on a certain kind of merchandise to interest the salespeople in selling it—really a bonus system applied to certain things. It is a system that is dying out in our store because I believe in a straight salary as a theory."

HIGHER GRADE OF SELLING WANTED BY MANAGER

If, as Otto Young, manager of The Fair in Chicago, contends, the only real economic advantage that the big department store possesses is in its ability to buy larger quantities of goods than the small merchant, and to pay cash if necessary, then does the present situation appear somewhat baffling for the manager of a department store. Presumably, unless he can greatly increase his purchases he cannot hope for lower prices from manufacturers or better discounts, and yet his cost of doing business is rising, rising more rapidly than it is for the small merchant. Mr. Tucker, of Lord & Taylor, estimates that in the past ten years the expense of the department-store sales force has increased 15

to 20 per cent. Jacob Gimbel, of Gimbel Brothers, says that it really does not pay to engage the \$6-a-week saleswoman—the \$8 or \$9 saleswoman is preferable.

All department-store managers realize that the time has come when they must abandon the theory, if ever it was sound logic, that any sort of salespeople will suffice for the department store, the prestige and attractions of the store itself being relied upon to attract customers. Specialization even in the department store is the order of the day. Manager Lynn, of Wanamaker's, cites shoes as one of the lines that cannot be sold successfully without technical knowledge on the part of the salesmen. S. W. Woodward, of Woodward & Lothrop, of Washington, D. C., when asked if the department store requires less help to do the same volume of business that is done in individual stores, declared: "No, it requires more. That may not seem reasonable to you, but in more than half our departments we have to wait upon people with specially trained help. Indeed this is true of 60 to 80 per cent of our departments. In other words, a customer is not a customer unless she is waited upon intelligently."

Students of the situation admit that a certain influence upon department-store selling—an influence in favor of specialization and more capable salesmanship—must be expected from the competition of the five- and ten-cent stores. Wages are lower in these stores. Indeed, when it comes to a question of attracting the best class of help it is important to note that a recent Government investigation showed that the pay of the salesgirls in the five- and ten-cent stores is, on an average, lower than the pay in factories, whereas the pay in the regular department stores is higher than the factory scale. On top of that there is the growing use of incentives—commissions or "p. ms." or whatever you choose. A canvass of New York and Brooklyn department stores shows only four that are not paying premiums upon some classes of sales.

The Deadly Doctrine of "Let Well Enough Alone"

There is a simile that was used by a very interesting English writer that has been much in my mind. Like myself, he had often been urged not to try to change so many things.

I remember, when I was President of a university, a man said to me: "Good Heavens, man, why don't you leave something alone and let it stay the way it is?" and I said: "If you will guarantee to me that it will stay the way it is, I will let it alone; but if you knew anything you would know that if you leave a thing alone it will not stay where it is. It will develop, and will either go in the wrong direction or decay."

I reminded him of this thing that the English writer said, that if you want to keep a white post white you cannot let it alone. It will get black. You have to keep doing something to it. In that instance you have got to paint it white frequently in order to keep it white, because there are forces at work that will get the better of you. Not only will it turn black, but the forces of moisture and the other forces of nature will penetrate the white paint and get at the fibre of the wood, and decay will set in, and the next time you try to paint it you will find that there is nothing but punk to paint.

From an
address by
President WILSON
before the
PRESS CLUB
at Washington
in May

There is a big and very important idea for every business man in this extract from one of President Wilson's addresses.

Particularly for the man at the head of the concern that has "made good."

"Success breeds indolence." Also emulation, imitation, competition and "knockers."

Speaking particularly from the standpoint of sales, the concern that doesn't "keep its fences up" is pretty apt to find sooner or later that those fences have turned into "punk."

There are a lot of concerns who are right now ignoring the value of continuous trade education.

"Business is booming." "More than we can do." "What's the sense of advertising when we are already beyond capacity?"

Forgotten are the blue days of eighteen short months ago.

How about eighteen short months hence?

Preparedness is as good a business policy as it is a military policy.

A few months ago we published a little booklet called "The Voluntary Blacklist—How It Cripples Sales."

It covered this same general idea of the poisonous effect on sales, salesmen, and business houses, of the lack of continuous effort, just because things are going well and all surface appearances indicate smooth sailing.

A number of big concerns thought so much of this booklet that they reproduced it in various ways for the inspiration of their salesmen.

Good doctrine for the individual salesman is also good doctrine for the "house."

Just read that book. (It might not hurt to read it twice.) And as you read, keep this question in mind. "What is my concern doing now to insure the making of the sales we will need to make in the future?"

And if you sell anything in the fields covered by the McGraw Publications you might find that these publications could help you answer that question to your very great profit.

McGraw Publishing Company, Inc.

239 West 39th Street, New York

Electric Railway Journal

Electrical World

Engineering Record

Metallurgical and Chemical Engineering

Electrical Merchandising

Members Audit Bureau of Circulations

analyze
they are
oning.

Two Bouquets for This City

UNCLE SAM didn't especially intend to do it, but he handed two handsome bouquets to Philadelphia in one day. We are the banner cigar manufacturer in America. That is one bunch of flowers. Our city, the census-taker finds, makes upward of a third of all the rugs and carpets produced in the United States. That is the other bouquet. These are only indices of what Philadelphia is doing as a producer. This is the ideal spot between the two biggest oceans for manufacturing. Here is found the happiest combination of great capital, cheap fuel, moderate taxes and an abundance of skilled labor. And here is where capital finds its safest home, as proved by the fact that Philadelphia city bonds top the list of municipal securities as an investment favorite. Here is also the best place for the laborer, because he can live decently for less money than in any other large American city. So it is apparent that when Uncle Sam sent those bouquets this way they were not unmerited.

Editorial from Public Ledger August 11

The Ledgers

The Papers That Serve Philadelphia

British Columbia Protects Its Fruit Market by Advertising

Campaign Is Educational, to Move Perishable Commodity Quickly by Increasing Its Popularity—Seeks to Combat "Foreign" Competition by Means of Helpful Suggestions, Recipes, Etc.

B RITISH COLUMBIA fruit-growers are getting people to eat more fruit and more people to eat fruit by means of advertising. Their problem is not exactly like that of the growers of the Province of Ontario, described in *PRINTERS' INK* of April 27, 1916, but both eastern and western Canada rely on advertising for its solution.

The fruit-growers of the Far West province consider their logical market to extend eastward through Saskatchewan and Alberta—particularly in the western sections. But they have yet completely to supply all the fruit that is consumed in this territory. American and eastern Canadian fruit comes in in large volume, and it was primarily to strengthen its home market against invasion that the campaign was undertaken. This feature has not appeared, however, in any of the copy, which has been entirely of an educational nature. The fruit-growers have a large and increasing amount of a perishable commodity to sell in a limited territory and to accomplish this they have shown new uses for the product, new methods of preserving it and the seasons when the various fruits and varieties of the same fruit are at their best.

COPY HELPS CONSUMER ECONOMIZE

The advertising, which is conducted by the government of British Columbia under the direction of W. E. McTaggart, fruit markets commissioner, was begun last year. When the cars of soft fruits started east copy was run in the dailies of the cities to which these cars were billed. The movement of strawberries, raspberries and cherries was care-

fully watched and the advertising appeared as the cars arrived in the prairie cities.

With stone fruits, of course, copy carried the message that "now is the time to preserve British Columbia fruit" and that it was arriving in good condition. A point strongly emphasized was the preserving of British Columbia fruits without sugar, which created not a little interest throughout the West on account of the high price of this commodity. In all the advertising

BUY B.C. APPLES!

Ask for these Varieties Now

<p>THE JONATHAN This apple, grown as well in B.C., is medium sized and has a dark red brilliant striped skin, with some whitish dots. It has white flesh, a tender, juicy texture, and a sweet and aromatic flavor. It is a popular apple both for eating and cooking.</p>	<p>THE KING This is another fine apple, but is not so well known as Jonathan. It is large, has a bright skin, is moderate in grain and the flavor is high. It is an excellent apple both for dessert and ordinary use in October and November.</p>
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Buy Them By The Box

THE ECONOMICAL WAY
Get a B.C. Apple Booklet and become acquainted with these Champions of the World. It is sent free by addressing W. E. McTaggart, B.C. Fruit Markets Commissioner, 2224 Eighth Ave. West, Calgary, Alta.

DIFFERENT KINDS OF APPLES WERE ADVERTISED IN THE PANEL AS THEY CAME INTO THE MARKET

housewives were asked to send for an illustrated book of recipes, telling how fruit may be canned without sugar and containing much other information about fruits, as to when to buy the different varieties, etc. One object of the booklet was to bring the fruit-growers in direct touch with the actual purchasers of preserving fruits.

A lapse of a few weeks fol-

lowed the soft and stone fruit advertising until the apples began to move. Small space was used at first in some thirty-three different dailies, weeklies and farm papers from Winnipeg to Vancouver, which was gradually increased in size as the apples began to move in greater volume. Special attention was given in this copy to the different varieties as they arrived on the prairie markets. This was done to counteract the habit of apple-eaters who persist in eating an apple in October that should be eaten in January, and vice versa. "Ask for These Varieties *Now*" was the phrase featured while this copy was running and whether they were best for cooking or eating was specified. This copy brought thousands of inquiries for the booklet.

The grocers' good will was enlisted by means of form letters, cards for window display and supplies of booklets for local distribution. The following letter was especially resultful, according to Mr. McTaggart:

BRITISH COLUMBIA DEPARTMENT OF
AGRICULTURE
(Horticultural Branch)

I would suggest that you feature in your windows, in your advertising and in many other ways push the sale of British Columbia apples during the week of Nov. 1st to 6th, for I have every reason to believe that you will have received your stock of winter varieties by that time.

Apples, as you know, will not be so plentiful this year as they were last fall on account of the shorter crop in Ontario and Nova Scotia. British Columbia has been favored with a good average crop of apples, totalling considerably over 600,000 boxes, which are free from diseases.

The apple advertising of the British Columbia government culminates during this week and, with the farmers in your district receiving cash for their grain, I am of the opinion that it will be to your advantage to prominently display the apples grown in the Pacific Coast province.

Naturally I ask that you display British Columbia apples at all times during the apple season, because I am certain that your sales will be increased by doing so.

Many of your customers will no doubt be of the opinion that your prices are high, but I am convinced that when you tell them about the short crop in Eastern Canada they will pay the prices asked.

The government has for distribution a large number of British Columbia Fruit Booklets, which have been much sought after by prairie housewives.

They describe and tell the uses of all the principal varieties of apples. I shall gladly send you a supply upon the receipt of your address.

A novel feature of the campaign was the distribution of boxes of fruit among domestic science classes of the various towns. Each member of these classes either preserved, made a pudding or baked a pie in which British Columbia fruit was the principal ingredient. Every girl was given a booklet by the teacher, who was able to incorporate an interesting geography lesson with domestic science by telling what town the fruit came from, thus creating a more alert interest in the lesson.

A similar campaign will be conducted again this year in order to establish in the minds of the prairie people that British Columbia fruit is their fruit, so that they will choose it in preference to that imported from the United States or brought West from Ontario.

Loganberry Business Prospers

There are now eighteen factories in Oregon making loganberry juice. According to P. S. Tyler, of the Deute-Tyler Company, Portland, the product of the Pheasant Fruit Juice Company alone will amount to 300,000 gallons this year.

"On account of the large amount of money necessary properly to take care of our national advertising," said Mr. Tyler, who is handling the account, "we are not this year going to be able to do any intensive work in any particular section except in a small way. In 1917 we will have a considerably larger appropriation, and expect to do some work where it is particularly needed, but for this year it is largely a matter of getting our distribution as widely spread as possible, using the product itself as the selling agent."

Mr. Tyler throws an interesting side light on the "loganberry pie" campaign, which was described in the March 23 issue of *PRINTERS' INK*. The pie advertising not only cleaned up the 175,000 pounds of evaporated fruit which was on hand, but has compelled the factory to turn down orders for a number of weeks as there have been no evaporated berries to be secured.

Southern Agency's New Account

The Chambers Agency, of New Orleans, is now handling the account of the Sealy Mattress Company, Sugar Land, Texas.



We do not invite rush orders, and do not encourage them, but there are many times when **SPEED** is a condition and not a theory. On such occasions you can depend upon us.

The Ethridge Association of Artists

NEW YORK OFFICE
23 East 26th Street

CHICAGO OFFICE
220 So. State Street

DETROIT OFFICE
809 Kresge Building

Making a Hundred-Year Record Yield Advertising Capital

Stark Brothers' Nurseries and Orchards Company Gets Down to the Root of the Trouble in Stimulating Sales

By Cameron McPherson

THE business that deliberately squanders the fruit of long years of character-building is a prestige spendthrift. It is the advertising counterpart of the much-abused man in the backwoods, who, after having built the better mouse-trap, was content to let

able asset gather dust up in the attic?"

Now, Mr. Stark had in mind a very common type—the business house that has established a dependable character among its little circle of friends and customers through fair dealing and absolute honesty in all its policies.

We all know hundreds of concerns enjoying just such a reputation, and some of them have been many years building it. From the very first sale these houses have insisted that there must be two gainers in every business transaction. They have, often at a temporary loss to themselves, refused to drive too hard a bargain. In cases of dispute they were inclined to say: "You are the customer—the customer is always right." In their advertising they have been careful not to enthuse over their merchandise for fear their customers might expect more than they would receive; they would rather that they got more than they expected. And

every letter that leaves the mailing-desk is carefully scrutinized to make sure nothing is said that will impair the standing of the house and its reputation for truthfulness and dependability.

Yet how many of these concerns take any steps to capital-
(Continued on page 60)

(Continued on page 69)



The Apple of His Eye

The favored food of America. The apple to which the people of this state have been so warmly devoted is the **Blue Ribbon**. The apple to which you, too, are devoted, the one that makes you a better person, that makes you a more useful citizen, that makes you a more successful business man, is the **Blue Ribbon**. The apple to which you, too, are devoted, the one that makes you a better person, that makes you a more useful citizen, that makes you a more successful business man, is the **Blue Ribbon**.

Stark Delicious

Stark Delicious is the most popular of all the apples. It is the apple of the people. It is the apple of the business man. It is the apple of the school child. It is the apple of the soldier. It is the apple of the sailor. It is the apple of the farmer. It is the apple of the laborer. It is the apple of the merchant. It is the apple of the statesman. It is the apple of the king.

Send in your name and address on the coupon or a post card and let us send you our grand, big, beautiful 1248 centennial book free.

The great book, **Stark Delicious**, is a masterpiece of printing art, a work of art in itself, and a work of art in the eyes of the people. It is a book that will help you to know the apple of your eye, and it is a book that will help you to know the apple of the people.

Stark Bros' 100th Birthday Gift to You

Send FREE

Send in your name and address on the coupon or a post card and let us send you our grand, big, beautiful 1248 centennial book free.

The great book, **Stark Delicious**, is a masterpiece of printing art, a work of art in itself, and a work of art in the eyes of the people. It is a book that will help you to know the apple of your eye, and it is a book that will help you to know the apple of the people.

Stark Bros' Nurseries

1818 - 1918

AT LOUISIANA, MO.

THE ADVERTISING DRIVE WAS CENTERED ON THIS ONE PRODUCT

people find it out. This, at least, is the way that Lloyd C. Stark, vice-president of the Stark Brothers' Nurseries and Orchards Company, looks at it. "What is the use of spending thousands of dollars and years of time to acquire a reputation," asked Mr. Stark, "and then let such a valu-

The Merchandising Baedeker of Metropolitan Boston

Guiding advertisers to the most efficient and economical method of merchandising Metropolitan Boston is the every-day work of the

Merchandising Service Department
of the Boston American.

Trade investigations covering various sections of Metropolitan Boston with its 39 cities and towns, reveal dealer and consumer conditions surrounding the product, or products, under consideration. They help eliminate costly mistakes.

That these trade investigations are effective is evidenced by letters of appreciation received from some of the largest advertisers in the United States.

Find out what we have done for other advertisers and what we can do for you in this territory. The work we do for you will not obligate you in any way.

The Boston American has a greater net paid evening circulation than all the other Boston evening papers COMBINED and the largest net paid Sunday circulation in New England.

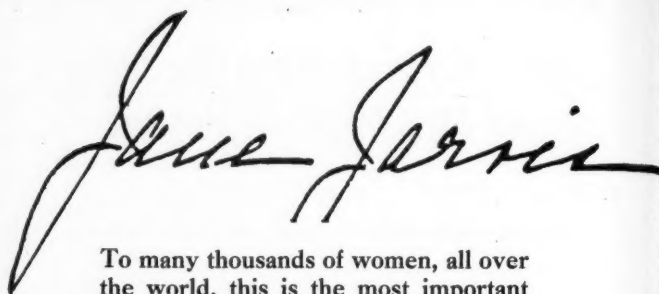
BOSTON AMERICAN
THE NEW ENGLAND QUARTERLY PUBLISHED BY THE BOSTON AMERICAN PUBLISHING CO. 80-82 SUMMER STREET, BOSTON, MASS.

80-82 Summer Street, Boston, Mass.

Member Audit Bureau of Circulations

NEW YORK OFFICE
1789 Broadway

CHICAGO OFFICE
504 Hearst Building



To many thousands of women, all over the world, this is the most important and the friendliest name in New York.

SUPPOSE—even at great risk to your imaginative apparatus—suppose you lived in Siam and wanted to buy a Victrola and 21 records. How would you do it?

Would you look at the map, and discover that Rangoon was 250 miles away, as the crow flies, and Hongkong 900 miles, as the shark swims—and wonder whether there were any Victor dealers in those rather remote shopping centers? Or would you do precisely what Mrs. W. I. L—— has done?

Mrs. L—— lives at Chieng Rai, Siam. She wanted a Victrola, and she got it, safely and easily, by writing to a young woman in New York—Jane Jarvis of Harper's Bazar.

Miss Jarvis has, I think, the most interesting work of any young woman you know. There are women in every State who write to her so frankly and charmingly that she feels she knows them as well as her own sisters. Their letters come from everywhere. The things they want range from hairpins to rare rugs and jewelry. Whatever it may be, Miss Jarvis buys it, and has it safely delivered, without charge for her services.

SOME OF HER FRIENDS

The first Christmas order received by Miss Jarvis last year was from a girl in Canada, who wanted a present for her soldier in France. A money belt was picked out, after much correspondence, and it went off in a box along with a cap knitted by the girl, and with initials worked in the British colors.

Then came a letter from the wife of an engineer in Alaska. She wanted a complete outfit for her new baby, and it went out

Forms for the October 50th Anniversary Number will

to her by dog-train from Chitina—all personally selected by Jane Jarvis of Harper's Bazar.

From the Brazilian Legation at Havana Miss Jarvis receives monthly orders amounting to several hundred dollars, and one customer in Orura, Bolivia, has, for a year, made regular monthly deposits, first sending Miss Jarvis a general idea of her taste in clothes, and asking her to make sure she always has a smart and complete wardrobe.

Only a few days ago arrived in our office a merchant from Chile, who had come to New York to buy his new stock. After a tour of the manufacturers, he came here to see Miss Jarvis, and asked her to go out and make sure he had chosen the best new merchandise.

IN HER DAY'S WORK

These examples will give you some idea of the variety of the work that Miss Jarvis does. I have just looked over her records for one day this month—and here it is, a typical day's work.

Silk dress for an elderly lady in St. Paul; military brushes for a man in Ohio; ribbon for a child in Poughkeepsie; perfumes and toilet water for fourteen different correspondents; eight waists and blouses to go all over the country; automobile clock for Manila; wall paper for a cottage at Nahant; a home exerciser; a wedding present for the business manager of Harper's Bazar to send to a friend; and a set of lemonade glasses to Florida.

You can picture to yourself the place which Jane Jarvis holds in the regard, and even the affection, of the 100,000 women who read Harper's Bazar. Several other magazines have "Shopping Departments" or "Shopping Bureaus"—but Harper's Bazar is the only magazine that offers, not a department, but the service of a very real, living and breathing young woman.

You will see, therefore, why our 100,000 readers think of Miss Jarvis when they think of shopping, and why they look upon her as "a sister in New York." But Miss Jarvis, with all her interesting work, is only *one* of the many services Harper's Bazar offers to women of wealth and social position—and only *one* of the ways in which these women are, in turn, demonstrating their confidence in Harper's Bazar.

This is my Fourth Report on the services that Harper's Bazar is offering to its readers—more services, and more interesting services than you can find in any other magazine that is read by women of wealth and social prominence.

C. W. Jarvis

Business Manager.

will Close promptly on Friday, August 25th

A Net-Paid, Non-Returnable Circulation in excess of 100,000



Wall Street is only the face of the clock

It is the effect, not the cause. Back of it whirl all the complicated cogs of Big Business. Back of its open face dial lies a maze of financial machinery that only the master minds have deciphered and interpreted.

Garet Garrett

through his "**Business Man's Financial Page**" in **The New York Tribune** takes you back of the scenes and puts you in intimate touch with the varied and fascinating activities of industry and finance.

Advertising men are finding out that they can follow Mr. Garrett's pen with profit. His style is crisp, interesting, authoritative. His knowledge is first hand. His angle of approach is delightful.

No matter what may be your line of advertising endeavor, you owe it to yourself and to your position to properly understand business conditions. You can do this to best advantage by keeping in touch through Garet Garrett.

Meet him at our expense. Your name on your firm's letter head will bring **The Tribune** to your desk for a month. Better send it in right now.

New York Tribune

First to Last—the Truth: News—Editorials—Advertisements

TRIBUNE SERVICE

ize this reputation after they have won it? How many of them consider that the very fact they have such a character among those who know them well would be of tremendous help to their salesmen who are spending time and effort every day in assuring possible buyers that if they will trust the order to them they will get a "square deal"?

It cannot be denied that there are very few who seem to be awake to their shortcomings in this direction. There are too many manufacturers and wholesalers who fondly imagine that, because they have convinced a few thousand people of their square dealing, the hundreds of thousands of others know it, too. These concerns, it is Mr. Stark's belief, are making a mistake by hiding their light under a bushel. For their benefit, and the benefit of every concern selling through salesmen, he has told **PRINTERS' INK** of the experience of his company in gathering together the loose ends of one hundred years of reputation-building, and using this prestige to elevate his salesmen in the eyes of the prospective buyer of their products, no matter where that buyer may be located. It is a story that will be interesting as well as helpful to our readers, for interwoven with it runs the account of a concern that has spent over \$250,000 to advertise one apple.

SALESMANSHIP LEVEL RAISED

Before considering how Stark Brothers have gone about sharing their one-hundred-year-old prestige with their salesmen, let us consider conditions in the nursery business—or, for that matter, in any business selling through unknown salesmen. Salesmen, unlike Cæsar's wife, are not always above suspicion. This is particularly true with nursery salesmen. In spite of the wave of reform that has swept over business in the last decade, there are still many communities where a nursery salesman is looked upon as a sort of gentlemanly porch-climber. Some time in the past that community has been visited,

perhaps, by a salesman who left behind him a wake of orchards that never bore, or some other condition has arisen to promote distrust and doubt. Our small-town citizens and farmers are slow to forget. It is possible to "sting" them once, but it is seldom done with ease the second time. Yet in the face of these conditions there are still thousands of nurseries throughout the country that are content to start their salesmen out unaided, making it necessary for them to spend about two-thirds of the interview in convincing the farmer that their stock will bear and the other third in closing business.

As many as twenty-five years ago Stark Brothers realized this condition, and set out to reverse the order of selling. "So far as we know," said Lloyd Stark, "we were the first nurserymen to use advertising to help our salesmen. It was brought home to Clarence M. Stark, the president of the company from 1880 to 1903, that business was made up of a multitude of small orders. The more orders a salesman could close in the day the better for us and the better for the salesman. He appreciated the difficulty of driving a salesman, so he decided to get down to the root of the trouble and lift the burden of the educational work from his shoulders.

"About that time we developed our 'Stark Delicious' apple—an apple so good that it is not uncommon for them to bring as high as twenty-five cents each. This was immediately seized upon as a leader, and since that time we have spent over \$250,000 in advertising it. As our advertising developed it became apparent to us that it was not enough to merely feature this leader. It was necessary to advertise in such a way that the name 'Stark' would at once suggest something to the buyer. It was necessary to pave the way for the salesman so that he could sell our whole line with the same amount of ease that our advertising had made it possible for him to sell 'Delicious' apple stock.

"So we thought of our one-hundred-year-old reputation. 'Why not turn it into advertising capital?' we asked ourselves. By way of explanation I may say here that we are fortunate in having for our founder, back in 1816, a man who fully appreciated that a business which was not built on 'value-received' lines could not hope for permanent success. His policy laid down one hundred years ago has been closely followed by the succeeding generations of Starks. With this stored up good-will force at our disposal, we decided, several years ago, to beat down with advertising the obstacle that confronted our salesmen, and make it possible for even a salesman of little experience easily to sell our stock.

"We went about this in a deliberate manner. We got prominent men whose word would be unquestioned by the public to tell the truth about us. Pictures were carefully collected, showing successful Stark orchards. Then we set out to give this evidence suitable publicity.

"To this end double-page spreads are used in publications reaching into every nook and corner of the country. This list, which includes about a dozen of the stronger magazines and farm papers, is supplemented with an equally large list of newspapers, mostly those publishing weekly editions that circulate in the country. In this copy we have sought, first of all, to foster a reputation for selling trees that bear, and to drive home that one fact we introduce concrete picture evidence. Our secondary object is to get our advertising literature into the hands of possible buyers, and thus develop leads for our salesmen.

"In line with this same idea of capitalizing our reputation, our catalogue is crowded with thousands of pictures of successful orchards, evidence that 'Stark trees bear fruit,' which is our trade-slogan. This general publicity is 'sold' to our sales force through our house-organ, 'Stark Tree Talk,' which is also used effectively as a means of putting over the special concentration weeks,

which we have found profitable."

These special weeks which Mr. Stark refers to are similar to the drives made by a great many advertisers on certain products in order to move them quickly. It is found, for instance, that conditions are ripe to make a drive on peach trees. Probably some varieties of this stock are "long." So the Stark Brothers decide that the week of March 13th to 18th will be set aside by their salesmen as "Peach Week." A special issue of the house-organ is rushed out to the men, announcing in scare-heads the news that during this week ten per cent extra commission will be allowed on all orders for a certain list of peach trees. That insures the co-operation of the salesmen, but as an added inducement he is allowed to give his customers one mail-size tree free. With these two big inducements in their pockets, the salesmen get busy and go out and break all records.

"Of course, it is hard for us to lay our finger on any tangible evidence that our advertising is paying us," said Mr. Stark in answer to a question, "but our sales records show that since we began advertising to help our salesmen our business has grown out of all proportion to the money we have invested in advertising. This is largely due to the fact that under the conditions we have created it is possible for salesmen to go out and book several orders, where he was only able to book one before.

"As a typical example, take the case of Hy Phelps. Phelps joined our organization by answering one of our advertisements in the Kansas City *Star*. Before coming with us he had never sold nursery stock. On top of that, he selected a territory that is considered by most salesmen to be a poor fruit district—meaning prairie-dog holes, sand-dunes and the like. Yet, in spite of these two handicaps, Phelps's advance commissions for two weeks' work will exceed \$98. His spring deliveries will amount to nearly \$1,000, netting him a cool \$200 in commission for a few weeks' work.

(Continued on page 75)

We Deliver SERVICE!

"ANYTHING to help any customer—that broadly speaking is the scope of our service.

Last week we assisted a new customer in extricating himself from one of the most pernicious jobber entanglements imaginable.

Our Service:

Making Trade and Circulation Investigations — Preparing Publication Advertising—Organizing Catalogs, Circulars and Letters—Planning and Executing Dealer Campaigns — Merchandising the advertising to jobbers, dealers and your own organization — Conducting "revival meetings" of advertisers' salesmen — Securing estimates on printing jobs—Handling printing jobs—Laying out systems for handling dealer correspondence — Securing utmost merchandising co-operation from publishers—Designing and registering trademarks—Originating trade names—Designing packages, labels, letterheads — Handling the usual details of placing publication advertising.

We enabled another customer to get control of a profitable business which could be bought "at a price."

A third customer, after securing estimates on a big printing job submitted the figures to us. We secured competitive bids from local printers. Result: This client saved TWENTY-SIX per cent on his catalogs.

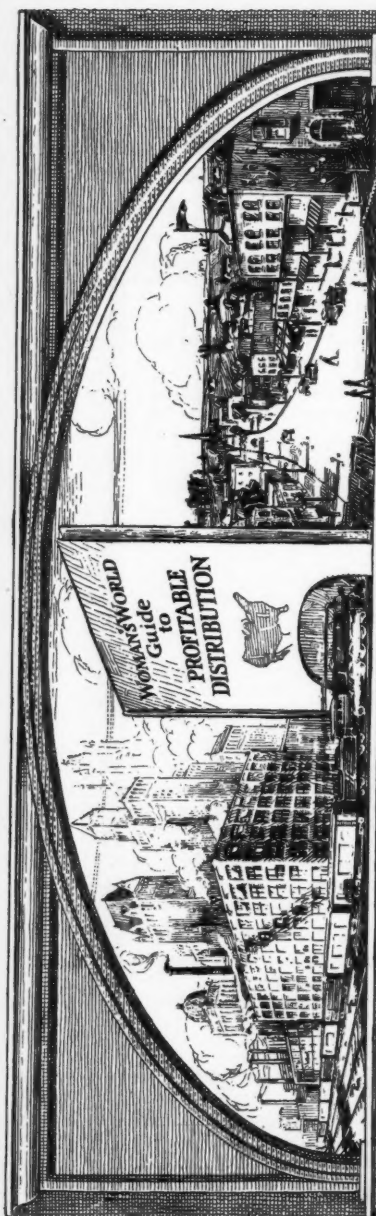
A fourth client with a new product, found his goods being returned by dealers, as "unsatisfactory." We sent out a trade investigator and in 48 hours discovered the trouble. The goods were flawless. The difficulty was that neither dealer nor consumer understood the printed directions for installation.

In these ways we are constantly serving our clientele—helping them in every way to market their goods. Write for either of these books:

"Merchandising Thru Middlemen" or "Selling by Mail"

Henri, Hurst & McDonald
Merchandising and Advertising
122 So. Michigan Ave., Chicago





Woman's World Guide to Profitable Distribution

The Gate to the Prosperous Land

One Hundred and Sixty Pages of Market Mastering

*Facts, Figures, Methods and Photographs for the
Manufacturer, Advertising Agent or Business Engineer*

IF both your business eyes are open you know that the commercial opportunity of today and tomorrow lies in the *Small Towns*—the *Buying Centers* for

THROUGH this Book you can learn the name, location and population of no less than 4042

If both your business eyes are open you know that the commercial opportunity of today and tomorrow lies in the *Small Towns*—the Buying Centers for Twelve Million Country Homes.

Building on our previous compilation—the "Handbook on National Distribution"—*Woman's World* now offers you an even more definite measurement of this market through concrete, practical information which leaves nothing to chance. And, further, is ready to show you with maps and figures how the most vital of your problems—*distribution*—can be solved with almost mathematical accuracy in this field.

The edition of the *Guide to Profitable Distribution* will be limited. It may be obtained free of cost, however, when we determine that the applicant is in a position to make practical use of it. The Guides will be delivered by *Woman's World* representatives in the order in which the applications are received. As a supplementary service, *Woman's World* will supply its customers with lists of preferred dealers in the small-town Buying Centers of any of the Twenty-one selected States.

Hester H. Manning
Advertising Director

WOMAN'S WORLD

"The Magazine of the Country"

THROUGH this Book you can learn the name, location and population of no less than 4042 small-town Buying Centers in the Twenty-one best commercial States of the Union—

- Can see typical stores, business buildings and residences.
- Can estimate the wealth and volume of business of the section.
- Can learn its commercial characteristics.
- Can visualize your market, both as to Quality and Quantity.
- Can route your salesmen and ship your goods.

280 Madison Avenue, New York
107 So. Clinton Street, Chicago

THE STAR



NOW STANDS

2nd in the St. Louis
afternoon field.

3rd among all St. Louis
Newspapers.

During July The Star's volume of total paid advertising was exceeded by only one morning and one evening newspaper in St. Louis.

The Star was the only afternoon newspaper in St. Louis to make a gain in Total Paid advertising and in Home Merchants' advertising.

**The Star Is Changing the Newspaper
Situation in St. Louis**

THE ST. LOUIS STAR

Member Audit Bureau of Circulations

STAR BUILDING STAR SQUARE ST. LOUIS

Foreign Advertising Representative

JOHN M. BRANHAM COMPANY

NEW YORK

CHICAGO

ST. LOUIS

"Now, Phelps's success lies in the number of small orders he was able to secure, which were securable because our advertising had made the name and reputation of the house familiar to the farmers of his territory. Phelps simply selected products that he would find little difficulty in selling and set out and sold them. He writes in a letter to us: 'I have studied your plate-book and Centennial fruit-book with an idea of learning about your trade-marked (advertised) brands and this will account for the large amount of this stock in my orders; in fact, they are easier and better for me to present to my customers. The representations made in your advertising enthruse my customers as much as they do me.'"

Dozens of similar cases make it clear that the company's policy of sharing its reputation with the salesmen is a most profitable one, and one that can be adapted by any business—big or little—that is now requiring its salesmen to use up time selling the reputation of the house, which might better be spent in closing orders. Especially so, when you remember that this is only one of the ways that such a publicity policy will help your sales. There is no telling just how a prestige-spreading campaign will work to the benefit of the business.

To illustrate, when the first campaign for the "Stark Delicious" apple was put on twenty-five years ago—at a time when advertising was practically unknown to the nursery business—there was little thought that the grocers of to-day were being helped to make money. But as an aftermath of that first advertising thousands of grocers all over the country are being helped to realize large prices for this apple. It is not uncommon to see this variety of apples on exhibition in the groceries of Chicago and people cheerfully paying twenty-five cents each for them. One Colorado grower recently sold some selected apples for as high as \$15 a bushel, and it is not uncommon for growers to receive as high as \$10 and \$15 a bushel, with prize-winners bring-

ing almost double the price. A Washington planter was paid \$3,037.50 for one crop of thirty-six nine-year-old Stark Delicious trees. Such record prices don't just "happen." They are a result of popular demand for a meritorious product, a demand which was incidental to advertising to help 5,000 salesmen. It was not because the apples were a novelty, for in the past twenty-five years Stark Brothers have grown over 15,000,000 of these apple trees.

Summing up what Mr. Stark has told us about his experience in putting a firm's good will to work, it would seem that it is important to use facts—brass-tack experiences—in getting the idea over. Stark Brothers' "Centennial Fruit Book" is a striking demonstration how facts of this kind can be gathered together between two covers and made interesting to the reader. The very force of the hundreds of testimonial letters and photographs carries conviction, and the same characteristic is to be found in the company's display advertising. Both are good examples of advertising written by satisfied customers. The concern that feels that it can, like Stark Brothers, help sales by putting stored-up prestige to work should begin by gathering together evidence of its prestige, and then spreading that evidence before the ultimate consumers of its product in the most impressive way.

Asks for Samples of House-organs

THOMAS BERG, KRISTIANIA.
KRISTIANIA, NORWAY, July 17, 1916.
Editor of PRINTERS' INK:

As a reader and subscriber of *PRINTERS' INK* I will say I read your issues with great interest. I have specially read your articles about house-organs, and as I am starting one in my line, printing and office supplies, I would be very pleased if *PRINTERS' INK* could send me some samples of American house-organs in this line.

THOMAS BERG.

Dildine Elected Director

R. E. Dildine, advertising manager of the Ames, Holden, McCready Co., of Montreal, lately has been elected to the board of directors of the company. Mr. Dildine was formerly a member of the editorial staff of *PRINTERS' INK*.

Winning the Clerk by Catching His Viewpoint

How the Armstrong Cork Company Put Over Technical Facts in Its Sales Manual

THE importance of telling an advertising story from the standpoint of the reader has been dwelt upon repeatedly, but for all that it is a subject which ought to be dwelt upon some more. It is astonishingly easy sometimes to assume that the reader is interested—or *ought* to be interested—in the excellent construction of a product, or the personality of the man who makes it, or the factory, or what not, and to drop into the habit of ignoring the viewpoint of those to whom the copy is addressed. Particularly is this true with respect to the direct advertising matter which is directed to dealers and dealers' clerks. The reason why a good deal of such dealer literature is wasted is because it either assumes that the dealer is interested and gives him a lot of dull facts and figures, or it goes on the assumption that he *ought* to be interested and preaches a sermon about it.

One of the greatest difficulties in the way of educating retail salespeople in the merits of a product and the best methods of selling it arises from the fact that it is so hard to get the clerk's viewpoint. He isn't interested in technical discussions, and he doesn't want to be preached at. It is hard to steer a middle course, which is one of the reasons why so few concerns, comparatively speaking, have been notably successful in the use of sales manuals for retail clerks. One of the conspicuously successful attempts along this line, however—that of the Armstrong Cork Company in its booklet for clerks, entitled "Told in the Store"—is worth more than casual mention as an illustration of how the clerk's viewpoint may be caught and kept throughout. Briefly, this is done by adopting the familiar, but by no means threadbare, device of putting the words into the mouth

of a fictitious store employee, and imagining that the clerks themselves interject questions. As a literary device to stimulate interest it is as old as the hills, but remarkably effective when handled in a convincing manner.

The first part of the booklet is in the form of a narrative of a store buyer's trip to the cork company's linoleum factory at Lancaster, Pa. The whole process of manufacture is described and illustrated in an understandable way, and the various steps are interesting enough to impress themselves on the reader's mind so that he will tell his customers. This is the description of an important part of linoleum manufacture, but one which does not lend itself to popular treatment:

"Now, here's another strange thing—mixing oil and air. Sounds as though it couldn't be done, doesn't it? Well, this is the way they do it:

AS THE CLERK MIGHT TELL IT

"The boiled linseed oil is pumped into movable conveyors in the top of the oxidizing sheds, which are about thirty feet high. These conveyors have little holes in the bottom, and as they travel from one end of the sheds to the other the oil runs through onto sheets of scrim that are hung from the ceilings clear to the floors. As it runs down these sheets it gradually absorbs oxygen from the air. That's the reason they call these the oxidizing sheds. It's hot in there, too, about 80 to 100 degrees, and the heat and oxygen together turn the oil into a semi-solid form that looks a good deal like caramel candy.

"No, I didn't taste it. The looks couldn't fool me that much.

"You've noticed the skin that forms on the top of a pail of paint when you leave the cover off.

(Continued on page 81)

*Picking the Leaders.
No. 5 of a
series of 15*

Hygeia *
Nursing Bottle

**American Sunday Magazine
Ladies' Home Journal**

* Correcting last week's copy.

*Hygeia Nursing Bottle Co.
run small publicity copy in
many mediums but in seeking
inquiries from the largest
number of home keepers at the
lowest cost they depend on
half pages in two magazines
of greatest proved value (see above)*

THERE are a few magazines so pre-eminently strong that their use is always economically important.

The *most* good readers *per dollar invested*—is the real basis of space value.

More and more advertisers are realizing that they *net* the *most* good readers by picking the leaders in different fields.

AMERICAN SUNDAY MAGAZINE

CHARLES S. HART, Advertising Manager

1834 BROADWAY
New York City

Over 2,000,000 Circulation

911 HEARST BUILDING
Chicago



SUCCESSORS TO
SULZBERGER & SONS CO.

BEEF AND PORK PACKERS
CHICAGO, U.S.A.

419 ST. 122 ASHLAND AVE

8/9/36

Thos. Cusack Company,
Harrison & Loomis Sts.,
Chicago, Ill.

Attention Mr. Harvey Conover,
Mgr. Promotion Dept.,

Gentlemen:—

We desire to express our appreciation to you for the very excellent service your organization has rendered us in effecting our re-organization, in changing the old and well known name of Sulzberger & Sons Co. to Wilson & Co., and for the admirable advertising campaign you have put forth for us announcing this change to the public throughout the United States.

We have found that your service consists not alone of Painted Display Advertising but in the creation of Constructive ideas and designs which have proven invaluable to us.

Very truly yours,
WILSON & COMPANY

[Signature]
Mr. Mgr.

Con

Constructive Ideas

We created the Name
Trademark and Label
Designs Adopted by

WILSON & COMPANY



Plans for Complete
Advertising Campaigns
are Embodied in the
Service We Render Our
Clients

Thos. Cusack Company

The Largest Advertising Company in the World
CHICAGO NEW YORK

years.
COMPANY
Adv. Rep.

Stock Farms Are the Best Farms in Every State

The land is rich where live stock is fed.

The owners are men of sense and substance.

They are manufacturers, not miners.

That is to say, they operate their plants to produce a finished article, saving the by-products for themselves instead of hauling their crops and their soil fertility to market.

The Breeder's Gazette is their favorite newspaper.

That is a generally admitted fact.

The reasons why this is so are obvious.

Men who have **QUALITY** in their farm animals demand **QUALITY** in their reading matter.

They know that this is to be had in The Breeder's Gazette.

REGULAR MAILINGS OF

The Breeder's Gazette

FOR 1916 HAVE BEEN AS FOLLOWS:

January 6....92,049 copies.	March 23....93,720 copies.
13....91,623 "	30....93,780 "
20....91,550 "	April 6....94,200 copies.
27....90,747 "	13....94,460 "
February 3....92,447 copies.	20....94,650 "
10....92,240 "	27....94,680 "
17....93,040 "	May 4....94,950 copies.
24....93,240 "	11....94,050 "
March 2....92,640 copies.	18....94,200 "
9....93,600 "	25....94,329 "
16....93,720 "	

Total1,959,915

Average93,329

Less copies mailed to advertisers, agencies, agricultural schools, exchanges, etc.....2,607

Total net paid.....90,722

Sample copies not included in this statement.

These 90,000 readers of The Breeder's Gazette are the farmers who own the valuable lands of the country and who farm with intelligence and capital—who grow large crops by the best methods and with modern equipment—and *in connection with pure-bred live stock.*

You can reach them through the business columns of their favorite newspaper,

The Breeder's Gazette
542 South Dearborn Street Chicago, Illinois
Member Audit Bureau of Circulations

GEORGE W. HERBERT, Inc.,
Western Representatives,
600 Advertising Bldg.,
CHICAGO, ILL.



WALLACE C. RICHARDSON, Inc.,
Eastern Representatives,
381 Fourth Ave.,
NEW YORK CITY.

Well, practically the same thing happens to the oil in the oxidizing sheds. The oil's allowed to run down on the scrim twice a day for two or three months till the coating becomes nearly an inch thick. Then they take the sheets down and dust them with whiting so they won't stick together. As you can see, this method of oxidizing oil's a very tedious process, but they told me it made the linoleum smoother, tougher, and more durable."

But the fiction is not carried to the point where it ceases to be convincing, or so as to suggest that perhaps the purpose of the book is not altogether serious. The narrator breaks off his story before the interest flags, and says:

"Maybe I've mentioned a point or two that would interest your customers. If I have, use them. Everyone likes to be waited on by a man who knows his goods. And here's some additional material," pointing to some printed matter, "that you can look over when you get time, if you want to. If you forget anything, ask me about it. I tell you that trip to Lancaster certainly filled me full of linoleum enthusiasm."

Then follows the "printed matter" referred to. It consists of information about cork, linseed oil, burlap, kauri gum, and colors that enter into the making of linoleum. It is just the sort of information which the clerk wouldn't be interested in if it were served up to him without the sugar-coating of the fictitious buyer's narrative. The device is transparent enough, and, as stated above, is as old as the hills, but it worked remarkably well in spite of its obviousness. A. L. Peal, of the cork company's advertising department, tells PRINTERS' INK that it has been placed in the hands of 15,000 clerks and 8,000 dealers and jobbers, and his file of commendatory letters shows that it is not only appreciated, but that the information has been assimilated—which is the main point.

Furthermore, the circulation of the book was not forced. Every

retailer selling Armstrong linoleum was sent a copy, with a letter containing this offer:

"If you will send us the names of the salesmen in your linoleum department, we shall be glad to mail each one of them a copy of this publication; or if you prefer, you can simply indicate the number you wish and they will be sent to you for distribution."

To concerns not on the manufacturer's list of customers this letter was sent:

"We are mailing you under separate cover, with our compliments, a copy of 'Told in the Store,' a book for retail salesmen, pertaining to Armstrong's linoleum. We sincerely hope that you may find it of some real service.

"Every linoleum salesman in stores that sell our linoleum is entitled to a copy. While your name does not appear on our books, we deem it quite likely that you may be purchasing through one of our good friends among the jobbers. If not, we certainly hope that you may decide to handle our goods in the near future. Should you care to look over the line, kindly advise us."

In short, the success of the book—which has been great enough to lead the company to issue three successive editions—is largely due to the fact that it approaches its subject from a point of view which the clerk can understand, and with which he is in sympathy. As one retailer in Lafayette, Ind., wrote to Mr. Peal:

"That was some linoleum story; in fact, it was a 'corker.' We all enjoyed it, and will save the book to read to your competitors' salesmen when they drop in."

Winsten With Niagara Mills

Harry J. Winsten has resigned as advertising manager of the Chicago-Kenosha Hosiery Company to become advertising and sales manager of the Niagara Silk Mills at North Tonawanda, N. Y. He has been associated with the Wisconsin company for five years.

The Niagara Silk Mills, with which Mr. Winsten will become associated September 1, are makers of the "Niagara Maid" brand of silk gloves, hosiery and underwear.

Hermes Reports His Per Market Conditions in

F. J. Hermes, secretary of the Blackman-Ross Company, the well-known New York City advertising agency at 95 Madison Avenue, was one of twenty-five eastern advertising men who made a trip over the state of Nebraska in a special train last June as guests of the Nebraska Publishers' Bureau.

Upon returning to New York, Mr. Hermes prepared a written report of his trip for the Blackman-Ross Company, extracts from which are published below:



"THE STATE OF
READY MONEY"

Where the People Are Spending the "Long Green"

"The general impression created by the trip through the cities and towns of Nebraska was that they are alive and prosperous. The character of the stores, both in appointments and stock, was surprising. Most of the stores are copying the characteristics of our metropolitan stores in that they have their stocks arranged in about the same way and, as far as I could determine, the quality of stocks in the Brandeis Store, (Omaha) for instance, would compare very favorably with Macy's.

"In all the towns I visited, even in the smaller ones, I did not see a single general store.

"In Norfolk, with a population of 8,000, there is a fine double-windowed exclusive sporting goods store. In practically every town they have candy stores which sell nothing but candy, ice cream and soda. Drug stores confine themselves more largely to purely drug lines. In fact, some of the drug stores did not even have a soda fountain.

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"The streets of the larger cities are well paved, mostly in brick and concrete. Nowhere in any of the towns that we visited is there much evidence of Western pioneer conditions. The architecture and quality of the buildings and houses is up-to-date and substantial.

"Advertised goods are in evidence everywhere. In fact, you will see more advertised goods on display in Omaha than you will in all of New York City.

"Nebraska farm lands are very rich, the soil in some places being thirty-five feet deep. Fertilizers are not used anywhere in the country that we visited, rotation of crops being the practice.

"All of the people that I met seemed to be just as keen for luxuries as any of our Easterners. *They spend their money freely and have a keen desire to be up-to-date.*

"Nebraska is increasing very rapidly in the production of dairy products and livestock. Near the towns of Wisner and Pilger we visited two farms on which we saw two of the finest herds of Shorthorn cattle in America. It was estimated that the herds on each of these farms was worth in the neighborhood of \$200,000. Both of the farmers owning the herds came to Nebraska about twenty-five years ago and started with practically nothing.

"There is no doubt about the prosperity of the Nebraska people. The very fact that they do not say much about it, but let appearances tell the story, proves this conclusively.

"I visited one farm-house that cost \$18,000—this for the house alone. The architecture was beautiful and the furnishings of fine quality and good taste—polished floors and Oriental rugs in the main rooms on the first floor. This house, of course, is not typical, but all of the farm houses, with a few exceptions, are new and, in my judgment, had cost approximately from \$4,000 to \$8,000 to build. This same quality prevailed throughout the small towns.

"The cities visited were Omaha, Fremont, West Point, Wisner, Pilger, Norfolk, Wayne, Columbus, Grand Island, Kearney, Hastings and Lincoln; and the territory traversed in Nebraska was as large as the New England States, not including Maine."

Your Advertising Will Make Good in Nebraska

The newspapers which took the eastern advertising men out to Nebraska to show them the state were as follows:

Omaha Bee, Omaha World-Herald, Twentieth Century Farmer, Omaha; Nebraska Farmer, Lincoln; Lincoln Daily Star; Norfolk Daily News; Omaha Daily Tribune (German), Hospodar, Omaha; Hastings Tribune; Fremont Tribune; Grand Island Independent; Kearney Times; Nebraska Farm Journal, Omaha; Nebraska City News; Columbus Telegram.

How Automobile Manufacturers Are Wrestling with the Branch Organization Problem

Ford Company Starts Thirty-four New Branches—Changes in Chalmers, Overland and Saxon Agencies

THE announcement made the other day of the opening of thirty-four Ford Motor Company new branches means the final elimination of all independent distributors from the selling methods of this concern. This development marks such a radical change in the distribution practices of one of our greatest industries that it deserves more than a passing thought from the men in the selling end of practically every business. Furthermore, it is a significant development in branch organization.

Much has been said about the disappearance of the small dealer, but now we are confronted with a development that seems to point to the elimination of the large dealer, at least in this one field. This is the opinion of not a few automobile men who are studying tendencies in their business.

COMPANY HAS EIGHTY-FOUR BRANCHES

The Ford company is now operating eighty-four branches, including seven or eight sub-branches, and from these branches practically all shipments are made direct to the independent sales agents.

For several years the company has been operating branch houses in many of the largest centers and has been gradually working away from the "jobber," as the independent distributor might be called. In fact, for some time it was generally understood that it has been the policy of the Ford people to establish a factory branch in the territory of a distributor where the annual sale of cars exceeded 2,000.

Ford is the first to reach this stage in the automobile field. Several of the big companies operate some branches, but automo-

biles are sold almost exclusively through "jobbers" and sales agents. The Packard has several branch houses and many others are experimenting with this plan.

The reason for the establishment of branches is apparent when it is understood that there are now approximately 125 recognized makers of automobiles, all of whom have to have dealers, and all of whom are contesting for the limited supply of dealers. Even in a city like New York it is not easy for 125 automobile makers each to get a dealer, or distributor, who comes up to all the high standards now required. Some of the manufacturers have to take second choice, and a few have had to make their selections from prospects that have been picked over several times.

Under the present plan of selling the automobile dealer must have many qualifications, and men with a combination of all of the necessary abilities are hard to find.

The dealer, for instance, must be considerable of a financier. He must be able to put up a lot of money, particularly in the large distribution centers and especially now since there is strong competition on "time payments." This is pretty certain to necessitate substantial banking connections.

The ideal dealer also must be an executive of no little ability, for he handles big units, employs many salesmen, buys in immense quantities, has large sales and controls a number of sales agents. He is more than just an ordinary retail dealer—for he is in business on a basis that is almost on a par with manufacturing. He has the exclusive sale of a product in a large territory, and the sales agents are not company agents but *his* agents.

WOODWARDS INCORPORATED

An organization with the
purpose to investigate
thoroughly, to think
clearly, to plan com-
prehensively, to work
intelligently, to serve
sincerely. ~ ~ ~ ~

WOODWARDS INCORPORATED

MERCHANDISING COUNSEL

• • ADVERTISING • •

R.L. WHITTON VICE PRESIDENT

900 SOUTH MICHIGAN AVE. • CHICAGO



E. B. MOON
JOINS
THE FARMERS' REVIEW

IT GIVES me pleasure to announce the addition to the staff of THE FARMERS' REVIEW as Director of the Department of Community Development and Trade Betterment, Mr. E. B. Moon.

From the very beginning, the work of this Department has aroused a tremendous interest among the retail merchants, bankers, and local newspaper publishers of Illinois. They and the farmer should progress together, and intelligent co-operation is necessary on the part of all these forces if the individual community is to go forward as a place for people to live, prosper and progress.

The work has taken on so many new directions and grown so important that it requires the direction of the one man who, by experience and ability, is best fitted to carry it on. Mr. E. B. Moon is that man.

Mr. Moon has gained National prominence in business circles as a country merchant, having built up a remarkably large trade in a small town. At the same time he has had department store experience, wholesale experience, advertising and salesmanship training, and, as "Good-Will" man for a large concern that covers the country, has advised and aided thousands of merchants along the lines of Better Business. He knows farmers because he is farm-bred and has sold goods to farmers for years. He knows the problems of the local merchant because he himself is a local merchant.

Mr. Moon retains his business interests but will devote his entire time to the work of this Department of THE FARMERS' REVIEW. He is placed literally at the service of the merchants of Illinois in a spirit of helpfulness. As Editor of "Better Business," our merchants' magazine, his constructive influence will be felt by the merchants over whose counters pass ninety-five per cent of the merchandise sold to the farmers of Illinois.

He will be at the call of Community Development Organizations, Commercial Organizations, Merchants' Associations, and all Organizations for progress in Community Development and Trade Betterment.

Illinois! First in agriculture, first in business and first in happy, prosperous towns and communities. The acquisition of Mr. Moon is in line with the broad policy of THE FARMERS' REVIEW to leave nothing undone in the accomplishment of this ideal.

Advertisers and advertising counselors are invited to avail themselves of this Department's comprehensive investigations of Illinois trade conditions as applied to the distribution of merchandise to the farmer.

Frank E. Long, President.

THE FARMERS' REVIEW
Chicago.

Member

Associated Farm Papers.
Agricultural Publishers Association.
Audit Bureau of Circulations.

Write for the August number of "Better Business." Kindly address THE FARMERS' REVIEW, 14 East Jackson Blvd., Chicago, Illinois.



As the Hudson Motor Car Company explains it in its new dealer-help book, recently described in *PRINTERS' INK*, dealers must be real merchants, and they must look upon automobiles as real merchandise and must sell them as such.

And then a matter which is very important—in fact, so important that most of the other required qualifications have been overlooked in many cases—the dealer must be *equipped to give service*, as well as be a man of a type who will not neglect the machines he has sold in his eagerness to sell more. No automobile company can afford to allow any dealer to connect his name with the name of its car unless he is pretty certain to maintain its reputation for giving service.

This question of automobile representation is very complicated. Most manufacturers seem to regard the factory branch as a necessary evil. Of course, this statement would not apply to the Ford company, nor perhaps to a few of the other companies that have large outputs. It is claimed that it is difficult to operate branches profitably, especially in the case of those manufacturers the sale of whose cars is not large. The branch is opened only because the right sort of dealer cannot be found. If it were possible to get such a dealer it would be more economical to let him represent the company.

Another factor enters into this situation. In a city of the first class more is required of a representative than in a smaller place. Because of the thousands of daily visitors a showing has to be made consistent with the dignity and reputation of the company. Much of the display that has to be made is advertising for the national business of the manufacturer, and it would not be fair to ask the local distributor to shoulder the expense. In many cases it would be possible to get a good dealer to take the agency for an automobile in big centers, but if the sale for the car were not large he would not do all the things that the manu-

facturer expected of him. He would do business in a modest little salesroom, keep down his expense and possibly make a success of the agency.

But in this way the company would suffer so much in prestige that it would be better for it to open a branch, and while he may be doing the local business at less profit than under the distributor plan, the nation-wide reputation of the manufacturer and his car would be so benefited that he could well afford to stand the local loss. This is mentioned not because it is a general condition, but because it is one of the many factors that help to complicate the question.

A BIRD'S-EYE VIEW OF FORD'S NEW SELLING ORGANIZATION

The Ford Motor Company now has branches at nearly every important center in the United States. The following cities are the places where the new branches have been opened: Akron, O.; Albany, N. Y.; Baltimore, Md.; Birmingham, Ala.; Council Bluffs, Ia.; Davenport, Ia.; Des Moines, Ia.; Duluth, Minn.; Fort Worth, Tex.; Fresno, Cal.; Grand Rapids, Mich.; Newark, N. J.; New Orleans, La.; Peoria, Ill.; Reading, Pa.; Richmond, Va.; Rochester, N. Y.; Sacramento, Cal.; St. Joseph, Mo.; St. Paul, Minn.; Salt Lake City, Utah; San Antonio, Tex.; Scranton, Pa.; Sioux City, Ia.; Spokane, Wash.; Springfield, Mass.; Tacoma, Wash.; Toledo, O.; Trenton, N. J.; Worcester, Mass., and Youngstown, O. A branch also was opened in Havana, Cuba, under the United States sales organization, headed by H. B. White from Paris, France.

The location of the new branches indicates the Ford policy of small, concentrated territories. The four cities in Iowa, which are not a great distance apart and which have just been opened up, suggest this.

There, it will be noted, are six branches and five sub-branches in New York State. The sub-branches are Troy, Bronx, Brooklyn, New York and Yonkers. The four latter are under the Long

Island City branch and Troy is under Albany. There are six branches in Ohio and seven branches in California, including two sub-branches, which shows that the policy of concentrated effort is being carried out all over the country.

The sub-branches are in charge of "assistant managers." The manager of the organization in Brooklyn, for example, is on a par with the assistant manager of the main branch at Long Island City. Under the policy of the company these assistant managers and managers of sub-branches are in direct line for promotion to managerships of the main branches, and the managers of the main branches for promotion to the bigger branches. For instance, Long Island City is a very important branch and the managership of it is about the pinnacle of ambition in the branch organization. The company policy wholly bars outsiders where there is a Ford man ready for the position to be filled. This applies throughout the entire sales organization.

WHAT BECAME OF THE OLD MEN?

When the factory branches supplanted the independent distributors many good men were temporarily without a business connection. Because of their experience in selling the cars the Ford company considered these men as within the organization and offered many of them the managership of the new branch in their towns. Only six accepted. The other twenty-eight were drawn from the ranks of the assistant managers in established branches. These distributors had built up a large business for themselves. Many of them are highly efficient executives and naturally did not cherish the idea of giving up their own enterprise to go to work for a corporation. Being automobile dealers of proven merit it is only to be expected that the changes in the Ford plan caused a scramble among manufacturers to get these released men behind their cars.

The Saxon, for instance, gave most of Michigan (outside the

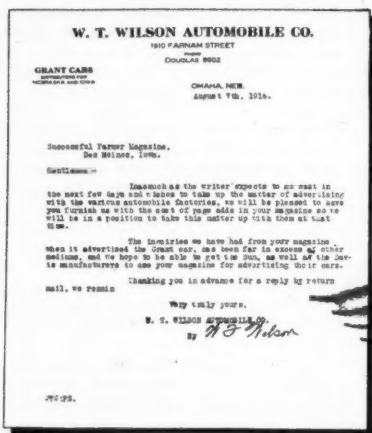
Detroit district) to the Grand Rapids Ford dealer. Instead of "being promoted" to a branch managership in the Ford organization he elected to switch over from Ford to Saxon and remain in business. He becomes distributor for all machines sold by the Saxon in the wide territory he covered for the Ford. Similar changes have occurred all over the country, though Saxon, of course, didn't get all of the dealers.

William Warnock, head of the W. M. Warnock Company, Sioux City, Iowa, is an example of the type of men the Ford Company lost when it gave up its independent distributors. He sold over 7000 Ford cars during the last year. He has a national reputation in automobile circles. When it became known that he was released he received offers from other manufacturers without end. To the astonishment of everyone he refused all cars that were already represented in his territory. He would not take the agency away from any fellow-dealer.

This new Ford plan is breaking virgin ground in distribution. It is going further than merely cutting out the wholesaler and selling direct, for ordinarily discontinuing the wholesaler and selling direct to the trade means simply sending salesmen to get the business the wholesaler ordinarily is expected to get. The Ford people are *replacing* the wholesaler with a local organization—with a replica of the factory, if you please.

The present Ford methods are somewhat analogous to the Armour & Company plan of selling through branch houses to dealers. In the old way the Ford representative was usually a distributor as well as a dealer. In other words, he was both a wholesaler and a retailer of the same product. The Ford representative who did not have a wholesale contract was known as a "sales agent." After this a dealer will simply be a retailer and will do no wholesale business. In effect the new plan simply moves the factory into a

(Continued on page 134)



This Explains Why—

distributors and dealers are on the firing line. They quickly feel any new sales impulse. They know what influences are affecting buyers of automobiles.

Successful Farming stands high with automobile dealers and distributors over the middle west. It stands high with them because they find that it stands high with the farm family and influences sales to farmers to a greater extent over the middle west than any other one publication of any kind.



Automobile and tire advertisements appearing in Successful Farming

Motor car manufacturers who wish to secure more dealers or increase sales through those they have find it advantageous to advertise heavily in *Successful Farming*.

Recently we told how the Grant Motor Company extended the sale of their New Grant-Sixes to farmers in the middle west through a campaign in *Successful Farming*.

You read the statement of the Grant Motor Company themselves. It is gratifying to present this further proof from the Iowa and Nebraska distributor of Grant cars. He is in touch with the actual buyer—he *knows*.

Have you carefully analyzed the farm market for automobiles and the best mediums by which to reach both the buyer and the dealer in the Great Wealth Producing Heart of the Country? More than half the Nation's automobile production now goes to farmers.

These buyers are not influenced to a worth-while extent through any other periodicals than farm papers.

And that explains again why the principal automobile advertisers are concentrating in *Successful Farming*, the leading farm paper and automobile medium of the middle west.

Our "Newer Methods for Finding Markets," and other data are very constructive helps in planning a campaign, not only on automobiles, but other products. We'll gladly send you a copy together with the other helpful data on request.

E. T. MEREDITH, Publisher
Member A. B. C.

Covers the Great Wealth Producing
Heart of the Country

Successful Farming

DES MOINES, IOWA
800,000 CIRCULATION

1119 Advertising Bldg.
Chicago, Illinois

No. 1 Madison Avenue
New York, N. Y.



Automobile and tire advertisements appearing in *Successful Farming*

"Aunt Jemima" Back Among the Big Advertisers Again

The Long Hard Climb After an Initial Failure—Over \$200,000 for This Year's Advertising

By Paul Findlay

SUDDEN success, coupled with apparent monopoly and practical immunity from competition, may be a very dangerous thing.

The old R. T. Davis Mill & Mfg. Company, St. Joseph, Missouri, put out Aunt Jemima Pancake Flour many years ago. Hecker, and perhaps some others,

every possible customer, old and young, was familiar—no need to explain anything about pancakes to anybody. Similarly happy association clustered about the name Aunt Jemima, especially in Missouri, where what the "colored mammy" can do in the cooking line is proverbial.

This fortunate association of ideas, coupled with the fact that the product evidently was well compounded to hold the popular fancy, and backed by advertising which was liberal for that time and skillful, attained great success. In fact, no other product of similar character ever reached really wide or permanent distribution or returned much profit to its makers; and many imitators and followers fell by the wayside. So rapid was the success of Aunt Jemima that it rather went to the head of the manufacturer, and he began to force things a bit. Sales were so large where promotion had radiated naturally from St. Joseph as a center, merchants got rid of quantities so liberal, that it seemed that it was necessary only to load the retailer.

When the work of the Davis company reached the New York territory, the fame of Aunt Jemima had preceded it. Dealers were ready for the goods. Job-

one - two - three - and they're ready

Think of the convenience of a *ready mixed* pancake flour—made from the finest materials—after the recipe which made Aunt Jemima famous fifty-five years ago. That's what you get in

AUNT JEMIMA'S PANCAKE FLOUR

Everything needed is ready mixed in Aunt Jemima's, contains secret path to perfection.

So every time you buy a package of Aunt Jemima's, it's like getting a bundle of gold.

All you need to do is to mix the flour with cold water and in a minute the batter is ready for the griddle.

Delicious, fluffy, tender cakes, fluffy and light. Always the same, about the flavor of real old time Southern cooking.

Aunt Jemima's Pancake Flour cooks at 212° F., and if you want Aunt Jemima's ready mixed the best cake flour for the whole package.

Remember, too, that Aunt Jemima's costs no more than other pancake flours.

Look for the crown at top of package. It tells you to get the flour Aunt Jemima. Buy. Tell family for the little ones.

Aunt Jemima Mills Company, St. Joseph, Mo.
Makers of Red Top and Royal No. 10 Flours

"Ise in Town Honey."

THE ROLE OF "AUNT JEMIMA" IS SOMEWHAT ENLARGED IN THE NEW NATIONAL COPY

sold and advertised "pancake" flours, but only in a local way. The Davis people had the jump on competition through being the first to advertise such a preparation nationally. "Pancake" was inspirational, being a word in universal currency, descriptive of something with which

The Bronx would be the Country's Sixth City

in population if it were separated from Greater New York. Chicago, Philadelphia, St. Louis and Boston would be its only leaders—and in a few years it will easily outstrip both St. Louis and Boston.

It is now bigger than Cleveland, Baltimore, Pittsburgh, Detroit, Buffalo, San Francisco, Milwaukee, Los Angeles, Cincinnati, Newark or New Orleans.

If it were separated from Greater New York it would be the eighth city in the United States in wealth.

The valuation of taxable property in 1915 in the Bronx represented the enormous amount of

\$683,931,464

This represents a greater valuation than any one of twenty-three states and territories.

The population of the Bronx equals the combined populations of Albany, Syracuse, Troy, Utica, Schenectady and Rome (N. Y.).

THE BRONX HOME NEWS

Covers nearly one hundred per cent. of the desirable homes in its territory.

The guaranteed circulation of each of its three issues—Tuesday, Thursday and Sunday—is

100,000

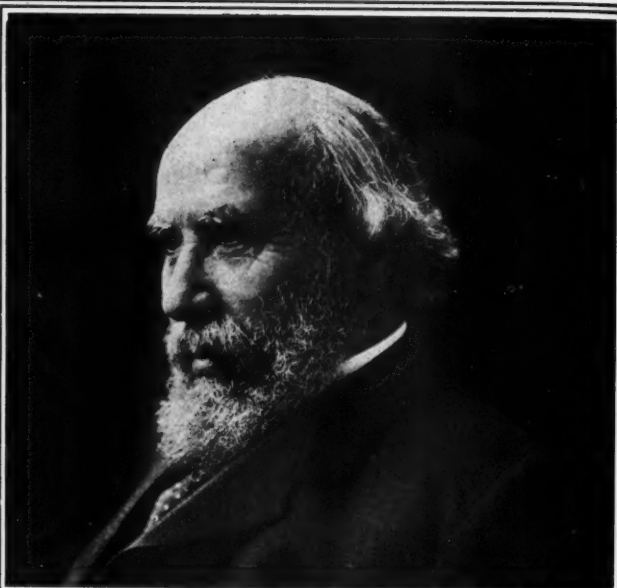
The population of Bronx County is 650,000.

Only one edition of The Bronx Home News is printed and is delivered **home** by our own carriers.

Calculating five members to a family and deducting those families reading foreign language newspapers (German, Jewish, Italian, etc.), as well as a proportion of undesirable families present in every community, it can be easily seen that nearly every desirable English-reading family in the Bronx reads The Home News. Thousands read no other paper.

JAMES O'FLAHERTY, Jr., Publisher, 373 E. 148th St., N.Y.

Downtown Office O'Flaherty's N. Y. Suburban List, 22 North William St., New York
Western Office, Edmund R. Landis, 8 South Dearborn St., Chicago, Ill.



Copyright Pach Bros.

LIFE OF JAMES J. HILL

The World's Work announces that it will publish serially, beginning in October, the authorized biography of the last and greatest of the Empire Builders.

This graphic and absorbing life of the most constructive and far-sighted American of his time was written with Mr. Hill's approval and from his personal papers and letters by his friend—*Joseph Gilpin Pyle*.

WORLD'S WORK

A Friendly Suggestion to Advertisers:

An announcement of this kind needs no comment. With two other features of equal importance, the World's Work is due for a big year.

DOUBLEDAY, PAGE & COMPANY, GARDEN CITY, NEW YORK

bers fell into line. Distribution was so rapid and general that the goods moved first in carloads, then in solid trains of twenty-five cars and upward. And demand was stimulated not only by the company's habitual poster advertising, but by a corps of "hoorah-boy" salesmen who made jobbers and retailers imagine that they "jess nachelly" must be long on Aunt Jemima to stay in business. Dealer-loading was also stimulated by the merchandising plan detailed further on.

While the company was in the midst of the work of filling the vacuum thus created, the blow fell. For many a dealer was so overloaded he carried the goods over. Part of the stock thus carried got wormy; and all of it was found to have lost its leavening power. Jobbers had to take back the goods; and, in turn, they fell back on the manufacturer. This heavy load of repurchased goods may not have been the sole cause of trouble, but it certainly contributed to the disaster. At any rate, the company failed in 1903, and many jobbers pocketed losses.

The merchandising plan which contributed so largely to dealer-overload was this: The basic price to the retailer was \$1 the dozen. This, on a ten-cent seller, admitted of a gross margin of only 16 2-3 per cent. Twenty years ago this did not militate against dealer-co-operation as it did later on, because (1) dealers had not learned to figure correctly and even jobbers and manufacturers were not very expert at margin-computation; and (2) the cost of doing business averaged much lower then than more recently and now. But this short margin was played up as an inducement to the dealer to overload; for he was allowed a discount on five cases and upward, either in price-concession, or what was worse, free goods.

So everything seemed to sort of come at once, all factors contributed trouble. When the crash came dealers were disgusted and the jobbers were sore over their losses. Yet it should be said that

the Davis company sinned no more flagrantly than many others in the time which preceded the better merchandising of to-day, nor more than many others who still practice the "forcing" process who have been lucky enough to escape wreckage.

PROSPERS UNDER NEW MANAGEMENT

This was about the situation when Robert R. Clark came into control in 1904. He inaugu-



**"Never mind the milk - I'm using
AUNT JEMIMA'S"**

*The milk is ready-mixed in Aunt Jemima's
Pancake Flour.*

*And it's sweet milk - not sour milk or butter
milk, but sweet milk in powdered form.*

*You have nothing to add but water, nothing to
do but bake. So it's just like getting a bottle of milk
free every time you use a package of Aunt Jemima's.*

*And there's no fat, no butter, no "sawing to rise"
everything needed for perfect pancakes is ready mixed in the
flour according to Aunt Jemima's famous recipe.*

*You can also get Aunt Jemima's Buckwheat Flour in
the white package - containing all the necessary ingredients
ready-mixed - sweet milk and all.*



A SAMPLE OF THE COPY IN NEWSPAPERS

rated a vigorous process of rehabilitation along conservative lines. Dealers were no longer overloaded. Stocks were held down to what it was perfectly safe for dealers to buy, according to their size and location. Costs were readjusted. But even so, the trouble was so fresh in the minds of jobbers that those in New York territory, for example, declined even to fill orders until they were satisfactorily guaranteed against loss; and then they purchased only from hand to mouth.

Thus, during the first season of the new administration sales in

the New York territory amounted only to between two and three carloads all told. But the methods of the new organization are consistent, their plan manifestly is sincerely to co-operate logically with the distributors of Aunt Jemima, therefore sales have mounted steadily in volume. Between sixty and seventy carloads were sold in New York territory last season, and it is expected that distribution will reach to upward

This increased distribution has steadily been promoted by liberal and consistent advertising. Many newspapers were used in the days of the old company, but the chief dependence was placed on posting, and the new company has adhered to those same lines very closely. Great benefit has accrued also from a set of rag dolls, made up in similitude of Aunt Jemima and her family—four altogether—which are mailed

anywhere on receipt of four carton-tops and 16 cents. Here is another sidelight on popularity: the tying up of the nursery to the kitchen. It should not be overlooked that among toys the rag doll longest retains the affection of the little girl of the family. These lines of advertising have not been disturbed by Mr. Clark, though he has developed greater diversity of dealer-helps during the last dozen years.

This fall the company is going to inaugurate the largest, most diversified campaign of general advertising it has ever entered upon. There will be large space employed in a list of magazines, some of this advertising being in color.

Attractive cards are planned for the various street-car systems; and such cards will also be furnished to dealers for store and window display. Space has been taken in the new card systems of the New Haven and Erie suburban trains out of New York; in the surface, subway and elevated systems in New York, Brooklyn and Boston; in the interurban and other cars in New England; on the station-boards in all those localities; on the station-boards in Erie stations be-

A MESSAGE to the AMERICAN GROCERS



This is to be a record year on Aunt Jemima's—the Quality Pancake and Buckwheat Flour.

Efforts, effort, struggle, push, and more energy are to put behind those great selling brands than ever before.

They will be advertised in a bigger, broader and more farciful way than was ever done by any manufacturer of a similar product. Full pages, many of them in brilliant four colors will appear in the

Ladies' Home Journal Saturday Evening Post
Good Housekeeping Woman's Home Companion
Ladies' World
and other publications of national prominence and tremendous circulation. Street car advertising, bill posting, colored bulletins, and other forms of publicity will also be freely used to make Aunt Jemima's a household name in every house in America.

Aunt Jemima—the Quality Pancake Flour will continue its market because of this advertising program.

It is the favorite brand, supplying all other brands cannot. Why are my people buying Aunt Jemima's? They are getting the Quality Pancake Flour, the Best.

It gives rise to quick returns and a broad profit.

Remember Aunt Jemima's—you will find this a brand that benefits that you sell more than any other brand.

Don't you want to supply Aunt Jemima's Pancake or Buckwheat Flour in the heart of each of the big flour cities, because you will profit from it. Don't you want to sell this flour all over the country, because you will profit from it. Don't you want to sell this flour in the country, because you will profit from it. Don't you want to sell this flour in the city, because you will profit from it.

Don't Aunt Jemima's in pairs.

Aunt Jemima's

Pancake Flour Buckwheat Flour

in the Best Proportion in the White Proportion

Supreme in Quality and Value



Wheat
 and flour
 are important—
 of all other flour products.
 This makes quality desirable
 and useful to all.

Aunt Jemima Mills Company, St. Joseph, Mo.

INSERTS LIKE THIS IN STRIKING COLORS ARE RUNNING
IN TRADE-PAPERS

of 100 carloads during the season just at hand. This distribution has been facilitated by the practice of carrying stocks at distributive points. There are fifty-five warehouses in the country, and six of these are located in New York territory. This enables jobbers and retailers to obtain supplies on short notice while carrying a minimum stock on hand and is in line with the policy of the new company.



Vafiadis

VAH-FEE-AH-DIS

CIGARETTES

Those Americans who have smoked our Vafiadis (Vah-fee-ah-dis) Cigarettes abroad may now obtain them in the United States — because to Liggett & Myers Tobacco Company, who import them, we have also given the sole right to manufacture them from our Cairo formula.

Theodoro Vafiadis & Co.

CALCUTTA · BOMBAY · LONDON · RANGOON · CAIRO

Packages of 10, 25c.

Tins of 100, \$2.50



Money's Easy in Nebraska

Nebraska first—Illinois second—Iowa third. Among the great agricultural states Nebraska ranked first in "per farm" production of thirteen principal crops in 1915. Beat Illinois by \$177; beat Iowa by \$308. Uncle Sam's own figures say so.

There's ready money in Nebraska from this big 1915 crop. We have just harvested another enormous crop of small grains, and corn is booming. More ready money!

The man who advertises a good product in Nebraska this fall and winter should certainly find sales easy.

The Omaha World-Herald

Most News

Most Ads

All Clean

is the best medium for telling your story to Nebraska people. Both local and national advertisers recognize it as such.

Here is the record in inches of paid advertising in the state's three largest papers (Omaha), on important classifications, for the first seven months of 1916:

	World-Herald	2nd Paper	3d Paper
Autos and Accessories.....	27,180	22,611	17,979
Clothing	31,617	13,137	18,133
Dry Goods Stores.....	45,279	43,069	37,303
Foods	15,176	9,405	9,318
Furniture	16,327	10,991	10,145
Musical Instruments	7,298	3,212	5,608
Real Estate	28,982	19,894	15,948
Railroads	6,320	4,853	5,120
Shoes	4,066	1,747	2,816
Tobacco	3,339	2,252	1,123

Total inches of all advertising carried in last seven months: World-Herald 312,030; second paper 236,809; third paper 217,459. These totals for the second and third papers include respectively 15,957 and 23,717 inches which the World-Herald would not accept for publication.

Average Daily Circulation for July..... 68,855

Average Sunday Circulation for July..... 52,528

tween New York and Chicago; in the Newark cars; in the Chicago elevated systems, and some others.

The entire campaign is said to contemplate the investment of well towards a quarter million the coming season.

A feature which should not be unusual but unfortunately is so, and for which therefore the Aunt Jemima company should get full credit, is the use of colored full-page inserts in the prominent grocery-trade papers. These will be strikingly attractive and, on the whole, very well done. There is one weakness. Too much is now said of customer-appeal, while the question of profit is covered by the usual vague platitudes about "quick turnover — liberal profit — push Aunt Jemima, it pays." This kind of stuff is altogether too common in advertising addressed to retailers. Tell the dealer what margin he earns—what the goods cost him and what he gets for them. Then he can figure for himself whether the profit is "liberal" or not. So far as the dealer is concerned, a grain of brass tacks is worth a carload of generalities; the dealer wants to know what there is in it for him, aside from pleasing his customers and making others—among them the manufacturer—happy.

In Aunt Jemima's case this is particularly unfortunate, too, because the dealer's margin now provided is all that reasonably could be desired. For the cost of the pancake flour is 90 cents the dozen, to the dealer, and he pays 95 cents for the buckwheat combination. Hence, he earns 25 per cent gross on the one and 20 per cent gross on the other; and both such margins are satisfactory considering the character of the goods, the sales effort put behind them, the dealer-helps provided and the guaranty against loss through damage or spoilage. Space should be provided in the trade-paper copy for the insertion of costs and selling prices in the various localities; for naturally, there will be some revision upward in Rocky Mountain regions, etc. The jobbers' margin is the

customary 10 per cent with an additional slight earnings in the case of carload buyers.

The usual portfolios are provided for salesmen's use to show dealers just what the advertising campaign is going to be, and an excellent feature thereof is that they carry a list of the newspapers to be used in any given territory, with circulation data.

Store display material is provided free to dealers who manifest sufficient interest to sign and stamp a card whereon they indicate what they can use. This provides for maximum efficiency with minimum waste; and considering the "slathers" of free ad-material thrown away in every store I incline to the opinion that all store advertising should be distributed by means of the card aforesaid.

But taking everything into consideration it looks very much as if the Clark administration were on the right track to secure a high percentage of dealer co-operation, and consequently greatly increased sales by reason of this latest plan of advertising.

Sternberg Joins Williams & Carroll

H. Sumner Sternberg, of New York, has joined the Williams & Carroll Corporation of the same city and hereafter the accounts of the H. Sumner Sternberg Agency will be handled by the Williams & Carroll Corporation. The new arrangement took effect on August 7.

Some of Mr. Sternberg's accounts are the Manhattan Shirt Company, the Russek Shoe Company, part of the Emerson Phonograph Company account, and the French Tea Gown Company.

Hutchinson With Collier Agency, St. Louis

Paul Hutchinson, secretary of the St. Louis Ad Club, and formerly in the advertising department of the Fairbanks-Morse Company's St. Louis house, has joined the selling department of the Collier Advertising Company, St. Louis.

Advertising to Announce Pending Suits

The Smith Form-a-Truck Company, Chicago, is using double-page spreads in automobile trade papers announcing the pending of twenty-three suits for infringements of patent rights.

How Montgomery Ward & Co. Check Up Their Copy

A "Good Service Bureau," Supreme in Its Authority, Analyzes Goods
and Issues Its Mandates to the Copy-writers

By Henry Schott

Director of Publicity, Montgomery Ward & Co., Chicago

IN descriptions of articles our advertising writers are instructed to understate, rather than overstate, when in doubt. I quote from a book of instructions which Montgomery Ward & Co. place in the hands of all copy-writers:

"If your goods will not stand the truth, change the goods, not the truth."

But simply telling the truth, as an advertising writer understands the facts, is not by any means the end of the system used for safeguarding the customers' interests and, thereby, our own. As a matter of fact, it is hardly the beginning.

This house has what is known as a Good Service Bureau, an independent group of men—independent in the sense that they are neither a part of the advertising department nor of the merchandise department. Nor do they belong to the buying force. In fact, these men occupy a detached position in the organization and are quite as independent in their actions and decisions as they are in their position. The duties of this "flying squadron" are the inspection, study and analysis of merchandise, both before its purchase and after it is in stock.

All advertising men have written copy taking our material for statements from buyers, or merchandise managers, or manufacturers—men honest as merchants. When told that a piece of material was all wool, we have all accepted that as the fact and said "all wool" in our copy. When we were told that a piece of steel was of a certain grade or technical standard, we accepted the statement without question. In case a cigar was described to us as a

Havana-made cigar, we did not usually go behind the returns to find out whether it was made in Tampa. That could hardly be expected of an advertising writer. Nor do Montgomery Ward & Co. expect their advertising men to search out the actual facts regarding every piece of goods mentioned in the catalogue. Instead, they have these Good Service experts, men thoroughly trained in the various classes of merchandise handled by the house, to dig into the goods, into the descriptions, into illustrations, with only one object—to see that nothing is misrepresented in spirit or in letter.

Say a buyer has bought five thousand all-wool blankets. Samples go to the Good Service Bureau and are found to be all wool. Copy on these blankets is written, describing them as all wool. When the shipments begin to come into the house from the mills, one of the textile experts in the Good Service Bureau goes into stock, takes out a blanket or two and retires to his laboratory. If, upon analysis, he finds the blanket to be one hundred per cent wool, according to sample, nothing more is heard about it by the advertising department. If, on the other hand, his analysis shows even as little as one or two per cent adulterant, a very direct note comes to the advertising department, calling attention to quotation of Blanket Number So-and-So, described as one hundred per cent wool, when in reality it is only ninety-eight per cent wool. We are directed to correct the description at once, and the instruction is also given that we write all purchasers of this blanket an explanation that the blanket instead of being one hundred per

Portion of address before the St. Louis Advertising Club.

60,000 Minnesota Farmers
Have Automobiles



100,000 - Not Yet
But Soon



THE FARMER
thoroughly covers Minne-
sota, having more circula-
tion in its home state than any
other Northwestern farm paper.

Webb Publishing Company
Saint Paul, Minnesota

cent wool, as stated, is only ninety-eight per cent wool. There is no waiting for the customer to complain. "We ourselves must be the first to find fault whenever our merchandise or methods are open to criticism," is the way the president of the company figures it.

SUPREME AUTHORITY WHEN IT COMES TO COPY

It may be well for me to say right here that when a notice comes from the Good Service Bureau there is no appeal. It is exactly the same as if the Supreme Court of the United States had given its opinion. Sometimes we think the Good Service men are straining at gnats and are unduly arbitrary and literal in finding fault with goods or with descriptions. If we think thus, we have the privilege of continuing to think so, but meanwhile we carry out the instructions of that same Good Service Bureau.

If an article is described as a certain kind of steel, these gentlemen dig into it and find out if it is exactly that grade of steel. If it is not, we receive instructions to change our copy at once.

If we talk about sugar, they ask us, "Why don't you tell whether it is cane or beet sugar?" And if cane sugar, they think we should mention whether it is Eastern or Western cane. The difference between Eastern and Western cane may not be of any importance to the customer—it isn't, in fact—but if the Good Service Bureau has given a decision on the matter, that settles it.

Now, don't get the idea that this is done purely from broad, altruistic motives. In all good principles there is, no doubt, an element of altruism. There is in Montgomery Ward & Company's forgetting that "caveat emptor" ever had a place in business law. When they follow a policy that has as its basis the theory that the customer is always right, they may be altruistic to a degree. Primarily, however, when they established such an understanding with their patrons, they were moved by the belief that it was good business—good business in

the sense that it means business.

Our greatest asset is the feeling in the hearts of our customers that they take no chances whatever when ordering merchandise from us. They don't need to *beware*, for they themselves are the final and unquestioned judges as to whether or not the sale is to remain a sale.

It may occur to some of you that this is rather a wide-open way of doing business—that a great many people would take advantage of us, some of them, perhaps, maliciously in an effort to injure a mail-order house.

The experience of Montgomery Ward & Co. is practically the same as that of all other business houses that have dealt squarely with the people and have won their good faith and confidence. The percentage of dishonest people among our customers is almost negligible.

PRACTICAL RESULTS DERIVED

So long as we continue to guard every statement we make—so long as we *understate*, rather than overstate, in descriptions of articles, we have nothing to fear in the matter of returned goods. In fact, our return percentage is showing a constant decrease, due largely to the work of our Good Service Bureau in analyzing merchandise and censoring advertising. The inevitable deduction is that the customer, as a rule, wants to do the right thing.

Yet, even with all these safeguards, a misstatement will at times slip through, but it doesn't stay long. Recently we had an instance of that kind in a piece of farm-paper copy. The error was caught in the house. That piece of copy was not corrected—it was killed.

At first thought, we advertising men might deem such policies binding and hampering. When not only every word is to be analyzed, but every illustration is compelled to go through the fire test—when you are expected to suppress your enthusiasm over the advertised article for fear a cold-blooded investigator may charge you with exaggeration—it would seem



"In the Long Run."

Of the Total Amount of Advertising Space in

THE YOUTH'S COMPANION

During 1915

- 72%** came from firms that advertised in The Youth's Companion the previous year, 1914.
- 61%** came from firms that advertised in The Youth's Companion five years ago, 1910.
- 54%** came from firms that advertised in The Youth's Companion ten years ago, 1905.
- 57** have advertised for ten years and over.
- 26** have been consistent users of our columns from twenty to forty years.

That so large a percentage of the advertisers in The Companion use space year after year is conclusive evidence of their faith in it, proved by their own experience.

And Now a Paper Company Offers An International Silver Trophy



Nearly 30 inches high by 15½ inches wide

The Chicago Paper Company is offering this sterling silver cup to the printer who shall submit on or before May 15th, 1917, the best pieces of direct advertising promoting his own business.

The trophy is shaped to resemble an acorn, the brand of a line of papers sold by the Chicago Paper Company. On top of the trophy is a miniature model of a hand job press used in 1820. This model faithfully follows the lines of the original and plainly shows the high degree of skill necessary for the execution of delicate work of this kind.

We are very well equipped to design trophies which will typify the policies or ideals of a business, and would welcome an opportunity to submit sketches and estimates.

INTERNATIONAL SILVER CO.
Meriden, Conn.

The World's Largest Makers of Sterling and Silver Plate

to be tying you hard and fast, hand and foot, and then telling you cheerily to go ahead. In fact, it is the satisfactory way to have copy handled—satisfactory from the customer's standpoint, from the merchant's standpoint, and more than satisfactory from the advertising man's standpoint.

All of us in the advertising business know that the ancient rule of "Let the buyer beware" is steadily giving way to the twentieth-century principle of "Let the customer have full confidence." But not all of us know how rapidly the old rule is passing. The day of "caveat emptor" is almost gone, not only in one line, but in most branches of business, and the advertising fraternity, with its motto, "Truth," is, perhaps, the principal instrument to that end.

A Moving Picture "Knock" of Branded Goods

ART METAL CONSTRUCTION COMPANY

Jamestown, N. Y., Aug. 12, 1916.

Editor of PRINTERS' INK:

In a recent Paramount picture was a scene, "Don't Cheat Yourself." This, I think, comprised a "knock" of advertised goods.

One scene showed a fake bottom basket in the hands of a street peddler, which was cut in half by the officer and showed that it was a fake bottom. There followed other pictures where false weights were given by means of strings tied to the scales and the clerk keeps his foot on a board on the end of the string under the counter.

Then after one or two pictures of this kind the film closes with one that shows a woman trying to make a purchase in a grocery store. The grocer hands her a package of goods and she refuses it and insists upon having *bulk* of the same article and he opens the barrel, weighs out the bulk article, wraps it up and gives it to her.

Then there follows some reading matter, urging the purchase of bulk goods instead of packaged goods to keep from cheating yourself.

I instantly thought of Mayor Mitchell's campaign when I saw the film and thought I would pass this information on to you, since it is certainly putting packaged goods in a very bad light.

ROBERT E. RAMSEY,
Adv. Mgr.

Joins S. S. Corporation

Eli E. Lescher, formerly of Seattle, Wash., and Vancouver, B. C., has joined Wm. Goldberger and Harry D. Henschel in the control and active operation of the S. S. Corporation, New York. He will have charge of the stenographic-service department.

A Salesman's Letter and What Came of It

A Late-Working Sales Manager Fishes a "Personal" Letter Out of the Mail and Proceeds to Give Long-distance Treatment to a Man Who Was Located in a Hard Territory

By F. P. Wilson

FAR be it from me to say, or even hint, that present methods of handling salesmen cannot be improved. But the experience of managers in various fields seems to indicate that in our search for greater "scientific refinement" we may, like the dog, catch the train and then not know what to do with it. We may take the salesman apart to see what makes him go, and then be unable to replace the "innards" so they will resume normal functioning. The wise director of "humans" has a sort of "way," a sixth sense, whereby he knows with marvelous accuracy when to let up a bit and when it is good business to force a showdown. How? Search me! But I can tell an anecdote to point the moral:

"Pop" was sales manager and Larry was his assistant and the two worked together as only can men who esteem and understand each other. It was during the rush season when it was necessary to work nights, Sundays and holidays. So they were hustling along, under somewhat reduced pressure, at about nine p. m. Then came the last mail, and Pop ran through it rapidly for special letters from his boys. One was marked "personal," and it came from "Big Hank," who, because he was thoroughly familiar with Quebec French, was covering Montreal and eastward to the Maritime Provinces. Hank wrote something like this:

"Dear Pop:—Reports and route-sheet under separate cover; and I want to say to you that I could look forward quite cheerfully to never seeing another set of such

things again! No doubt its foolish, but these provincials, with their villainous *patois*, are getting on my nerves. I know why you keep me here, and I'll stay, too; but—well, what's the use?"

Pop turned to Larry with a quiet smile and shoved him Hank's letter. Larry read it and shoved it back with a shrug, commenting: "What an emphatic fool!" Pop smiled again and said:

"No, Larry boy, Hank is not a blank fool any more than you are one to size him up that way. He wrote that note when he was dead tired, sort of discouraged, with all his spirit dissipated for the moment by rubbing up against those keepers of holes-in-the-wall—those folks that only Hank can make understand our proposition; and I'm frank to say that I don't know how he does it. I know I could not—I'd go crazy on the job, too. Let's look over Hank's reports. . . . Just as I thought; he's made his regular quota, and more, as he always does. Can't you see how he has just slumped into a chair in that writing-room and stuttered out that note to me, like a tired child? I'm going to get out a letter to him now—write it myself—sending him home."

So Pop punched out the following:

"Dear Hank:—I have yours of yesterday and can see that you are just a little off your feed. Now I know that there is only one place and one woman who can cook up the right kind of grub for you, feeling as you do now. That place is a certain little home in Laconia, N. H., and that woman is Mrs. Hank; and I'm not forgetting how both Mrs. Hank and the kidling will feed your hungry soul at the same time. So just jump down there for a week and, as the Chinaman said, 'flog it.'"

That is a glimpse of the inside working of Pop's scheme of being guide, philosopher and friend to his boys.

You see, Pop had not tabulated any special analysis of Hank when they met for the first time

and Pop engaged Hank on the spot. No; he had just let Hank talk—part of the time across the mahogany whereon reposed a bit of "something" replenished once or twice, though not too often. In fact, Pop's reasons for depending on Hank and having faith in him were really quite unscientific. For the incident that stood out in Pop's memory (and does yet) whenever he thought of Hank was an experience related by Hank of selling a Yankee "moss-back." The man was not particularly urbane in his manner, evidently, for he approached Hank with belligerent mien, saying: "Well, what in blank do you want?" Hank, as may be inferred, was big and strong. He looked down on the dyspeptic "Yank" and replied: "Well, seeing you put it that way, friend, I'll tell you. I'm selling wagon tracks, doughnut holes and pig squeals, and I am here, blank-blank it, to take your order; also, I am ready to deliver the goods *right now and here* if you want 'em!" After which preliminary and a pauseful look into each other's eyes, Hank sold the moss-back and retained him as a regular customer so long as he traveled that territory.

Pop did mighty little classifying; but he knew each of his thirty-five to forty "boys" personally and intimately. He drove a tight rein—make no mistake about that. Each man on the road sensed the fact that he had to make good by producing the orders without which no business can survive; and none knew this better than did big Hank. But Pop seemed instantly to hear the "creak" whenever a man got a little "sand in his gear-box" and knew how and when to apply a judicious drip of that universally efficient lubricant, the milk of human kindness. Perhaps that is why his boys were so loyal to Pop; why they called him Pop, why he knew them by their first names; and why, with little system and less science, big sales resulted to Pop's organization.

Verily, "salesmen are 'humans,' not machines!"

*You Don't
Have to
Spend \$100
For Us to
Make \$15.*

Some advertising
agencies still cling to the 15% basis on advertising appropriations as compensation for their services.

It can hardly be called selfishness then if they are interested most in what you spend rather than in what you sell.

Frequently we find in analyzing a manufacturer's problems that advertising should be deferred until constructive foundation work is completed and then should take forms which are not productive of large agency commissions.

Naturally, therefore, we cannot depend on commissions on published advertising alone for our compensation.

That is as it should be. It leaves us entirely unprejudiced. We have no temptations to sway our judgment. We need only to think of what your business needs most. We know business men are willing to pay for sales.

If you feel that a group of trained business getters might shed a new light on your problems by studying them in the light of their experience, it might be worth while for us to discuss the matter.

You will deal with the principals in this organization, not the apprentices.

**WILLIAMS AND CARROLL
CORPORATION**

Merchandisers

Metropolitan Tower, New York





A Grave Period

The present is a grave period in the life of the Jewish people. A multitude of problems has arisen. The future of the Jewish people depends upon the solution of these problems.

THE AMERICAN JEWISH CHRONICLE

deals with these problems in such a way that it has gained for it the support of its readers.

One of many reasons why 100,000 read the **CHRONICLE** from cover to cover each week.

They will be interested in your sales message.

THE AMERICAN JEWISH CHRONICLE

A National Weekly

Aeolian Hall

New York

\$1,000,000 Fund for New Louisville Industries

The Louisville Industrial Foundation, of Louisville, Ky., has just been organized with \$1,000,000 capital stock. The Board of Trade of that city launched the project for a million-dollar factory fund, and the money was raised in a recent nine-day campaign which was unexpectedly successful. The Foundation will issue stock to the extent of the subscriptions, and the money will be a permanent endowment for its work in promoting the growth of the city along industrial lines.

It is planned to do considerable advertising in connection with the development work, though this will probably not be taken up until after a survey of the city, now planned, is completed. By this means it is expected that a determination will be made of the lines of industry for which Louisville is best suited, and the advertising directed in those channels. The Foundation is also authorized to assist new industries by the purchase of their stock, with certain limitations.

The campaign itself was interesting, in that those in charge of teams of solicitors were designated as "sales managers," while the solicitors themselves were called "salesmen." The fact that stock was being sold enabled the campaign to be put on a different basis from the ordinary money-raising project, and this helped in the success of the undertaking in large measure.

The Advertising Club of Louisville had charge of the display advertising, a committee working out copy, originating ideas for art work, and in general looking after this part of the work. Half-page ads were run in all of the Louisville daily papers, which gave their space free for this purpose, besides co-operating in the publication of daily news stories showing the progress of the campaign.

The money subscribed for the Foundation will be paid in ten annual instalments. Incidentally, more than a million dollars was subscribed, the amount actually raised being \$1,014,000.

Newspapers Cut Size

The action of New York newspaper publishers in decreasing the number of pages, in order to conserve the stock of news print, has been followed by Philadelphia publishers. In New York 121 pages a week have been taken from the various papers, and in Philadelphia 80 pages have been deducted. The saving in the latter city is said to amount to more than 200 tons of paper a week. Publishers in other cities have already taken similar action, or are about to do so.

Acton Joins O'Mara & Ormsbee

Karl Acton, for a number of years in the advertising department of Marshall Field & Co., has joined the Chicago staff of O'Mara & Ormsbee.

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Where the Salesmen Really Buy the Advertising

(Continued from page 8)

priation of \$100,000. This is almost a forced sale, acting automatically as an obligation to keep its advertising percentage costs down as far as possible, and also as a gauge to determine the office's efficiency in the use it makes of the advertising.

The advertising is divided among the salesmen pro rata, as well as being figured as a whole for the sales office. Thus, the office's net sales for six months may total, say, \$100,000, and of an available appropriation of \$5,000 it has utilized \$4,000 worth of advertising. Against the net total of sales, this means that the advertising expense of selling this \$100,000 worth of goods is 4 per cent—higher than should be the case, as the company's records show. Well, then, the sales office and the salesmen, you say, might lower this percentage by distributing less materials. But remember: this appropriation has been computed on an estimated sales quota for the year. It is figured on a basis arrived at from studying reports of former seasons of what constitutes a fair ratio between advertising and net sales, not only for this particular office, but for the whole company. The sales offices and the salesmen have therefore a precedent established for them to live up to. Naturally, with an obligation in the shape of that advertising appropriation, it is to their best advantage to see that, instead of scattering indiscriminately materials for which they are paying, this advertising is going to be distributed to the very best advantage—that every ounce of its productive force is pulling for them.

SALESMAN'S MONTHLY CHECK ON ADVERTISING

This is the way the company checks up its cost per salesman for advertising. Each of the salesmen is allowed a certain per capita portion of the total appro-

Watch for it



The Fall Building Number of THE NATIONAL BUILDER

The Builders Business Paper

The readers of the National Builder are the men who do the bulk of the building in America (except skyscrapers). They not only buy but specify all materials, tools and equipment used in the construction of residences, stores, apartments, public buildings, factories, etc. The National Builder is their reference book and business guide.

It "teems" with first hand information regarding the latest improved methods of building construction.

Each issue contains a separate supplement with a complete working plan of a building.

The September Number will be a "whale" for value. There will be four supplement plans in place of one. Let us tell you about it.

The National Builder

(Charter Member Audit Bureau of Circulations)

537 S. Dearborn St. Chicago



priation. Say a salesman has been allotted his \$1,000 for advertising. Each month the executive office gets from the sales department a statement of his net sales on the various lines, together with his percentage of returns. This information is entered on a standard form for the purpose, listing not only these sales figures, but also his appropriation, divided into the many separate items under the subheads of Redfern and Rust-Proof.

This tally is kept in three columns—first, the total appropriation; next, the amount he has consumed; last, his balance, or the amount of cash for newspaper advertising and the dealer matter he has coming to him, if any. Thus an exact tally is made each month of the advertising matter at his disposal, and his use of it *on the same sheet as his net total sales*. These reports, in duplicate, are kept by the advertising manager, the sales manager, the sales office and the individual salesmen respectively. Thus it is possible to determine which salesmen are not using the matter they should use, and by calling it to the sales manager's attention, the advertising department is able to get the materials used.

Again, the percentage of a salesman's advertising costs in relation to sales is always on hand, reminding the individual where he stands and spurring him to greater efforts to get the most from the advertising, and serving to recall to him that he has still so much material available and at his service.

These monthly reports in dollars and cents are entered on another card, showing his record by months for the year. The results are totaled every six months, so that in spite of a possible poor half year his average can be bettered by stronger efforts during the next six months.

Nothing is sent out from the advertising department except on an order. The order may come through the salesman or the dealer, but if an order comes from a dealer for an unusual amount, it is referred by the advertising

department to the salesman or the sales manager for his O. K.

Thus, virtually, the advertising manager borrows on credit his advertising investment, to be sold in turn to the various sales organizations. They give their approximate estimates of their needs and this they must use, by company policy.

There is another phase of this method which will bear a moment's attention. If the advertising manager gets an idea which he thinks a branch manager could use to good advantage he will propose it. The branch manager may not like it; may not feel that it is worth risking any part of his appropriation to put it in force. The advertising manager, if sufficiently convinced that it will pay, may put the plan in operation through the branch office, *but at his own expense*. In other words, the branch manager is sold a certain amount of advertising to start with, with which he is obliged to make good. He may then be sold additional advertising help by the home department, and if he thinks it can be made to pay, possibly to reduce the percentage of his advertising costs, may accept it. As he is being charged for it, should he accept it, he's bound to be pretty sure that it will have an effect on sales that will result beneficially on his advertising percentage. Should the advertising department assume the responsibility, in the event of the branch office's refusal, it also assumes the credit for such results as may accrue to the plan.

TWO ADVANTAGES OF THE WARNER COMPANY'S SYSTEM

We find, in review, two special points of vantage in this company's method of keeping tabs on and apportioning its advertising appropriation. The one is the very important matter of always knowing just how and where the expenditure of a considerable portion of a million dollars is going. The importance of this kind of knowledge can best be illustrated by referring to a former article in *PRINTERS' INK* where lack of just such information spelled dis-

DELICACY

In fine engraving and printing there is constantly the danger of a molehill becoming a mountain. One defective plate may nullify the effect of a full color reproduction. A blemish on a half-tone, the slip of a tool, may destroy utterly an otherwise stunning impression. To us the perfection of the smallest detail, the delicacy of every tone, loom big. We believe that the exercise of such care frequently makes a strong advertisement powerful.



THE BECK ENGRAVING COMPANY
PHILADELPHIA NEW YORK

An Idea That Is Making Good



THE KNICKERBOCKER PRESS

COVERS

Albany, Troy, Schenectady
and The Capitol District

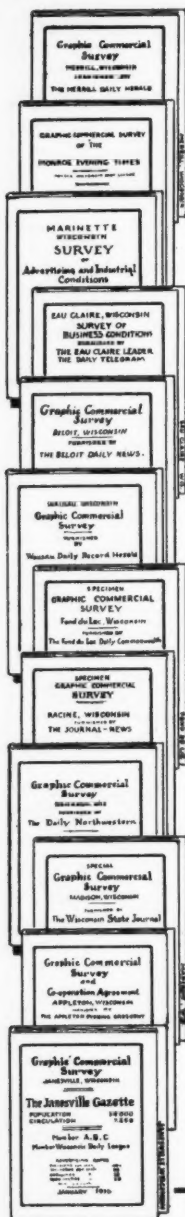
FOR YOU

RATE, SIX CENTS FLAT

*Advertisers, Sales Managers and
Space Buyers are requested to write*

THE KNICKERBOCKER PRESS
FOR FACTS

Member of A. B. C.



A Graphic Commercial Survey of Wisconsin

The Wisconsin Daily League is just completing a commercial survey of its individual papers and fields, giving facts of vital importance to advertisers and advertising agents. This survey is typical of the work of this League which comprises twenty-seven of the best papers at the twenty-six selling centers which dominate the great Wisconsin market. Through this League advertisers can reach over 130,000 Wisconsin homes, yet only one order and check is necessary.

There are about half of these ready for distribution now.

What the Survey Embraces:

Each paper in the league has prepared a survey of its immediate territory. These surveys are put up in folders suitable for filing. They not only show commercial maps of the territory, but are complete with lists of dealers, tabulation of productive industries, bank deposits, school facts, population statistics and other information necessary in planning an efficient advertising campaign.

Copies of these Surveys will be sent upon request to any advertiser or advertising agent without cost or obligation.

Wisconsin Daily League

COMPRISING:

Antigo Journal.
Appleton Crescent
Ashland Press
Beaver Dam Citizen
Beloit Daily News
Chippewa Herald
Eau Claire Leader Telegram
Fond du Lac Commonwealth
Grand Rapids Reporter
Green Bay Press-Gazette
Janesville Gazette
Kenosha News
La Crosse Leader Press
Madison Democrat

Manitowoc Herald
Marquette Eagle Star
Merrill Herald
Monroe Times
Oshkosh Northwestern
Portage Democrat
Racine Journal News
Sheboygan Press
Stevens Point Journal
Stoughton Hub
Superior Telegram
Wausau Record Herald
Madison, Wis., State Journal

Wisconsin Daily League

H. H. BLISS, Secretary,
Janesville, Wis.

aster to a certain advertising manager and a year's campaign.*

The second, but by no means the least, big point about the Warner plan is the way it recognizes the advertising, not as a thing apart, but as a close-knit element of the selling force—and the way it proceeds to weave the advertising into the sales fabric. You may be able to pound and preach the value of your advertising into your salesmen's heads, but when you employ a method whereby the individual salesman is made individually responsible for the sales production of a part, and the sales manager responsible for the work in his territory, and the advertising manager responsible for the work on the whole of the advertising, you're going to have them working so much the harder for it. Not that the salesmen are simply told to take the advertising and make it pay. The advertising is all explained to them from time to time, they are constantly receiving instruction in the most effective methods of using it for all it's worth so that it does pay.

This, then, is the way one large, successful advertiser has found to be successful in making every dollar it invests in advertising work overtime for the department for which it really exists to serve—the salesmen. A budget so handled and so distributed is well called an investment.

* "Didn't Keep Tabs on Fading Appropriation," by Arthur Hard, *PRINTERS' INK* for October 15, 1914.

Death of John F. Murray

John F. Murray, associated with the Whitlock Printing Press Manufacturing Company, New York, died on August 2. He had previously been connected with the selling department of the John Thomson Press Company, and for several years was manager of the P. Lawrence Printing Machine Company, Ltd., of London, England.

Bruske Joins Agency

Paul Hale Bruske, who has been connected with the advertising departments of the Studebaker and Maxwell companies, has joined the staff of the Power, Alexander & Jenkins Company, Detroit. In his new connection he remains in charge of the advertising of the O-So-Ezy Products Company.

The Big Men in the Power Plant Field

—the men whose word is authority for the purchase of equipment and supplies—read and keep for reference every issue of *Practical Engineer*. Among many letters of commendation received this month was one that told of an engineer who "keeps a clean table expressly for the latest number. Nothing is ever permitted on that table save the last issue."

PRACTICAL ENGINEER

He reads it from cover to cover—not an advertisement escapes his attention.

This is only one of the 22,500 who follow similar tactics. No wonder *Practical Engineer* wields such a powerful influence among men of the power plant field.

Your fall advertising campaign should include *Practical Engineer*, whatever the space, large or small.

Write for rates, circulation statement and sample copy.

TECHNICAL PUBLISHING COMPANY

537 So. Dearborn Street
CHICAGO, ILL.

The Making of Uniform Prices to Dealers Opened Up Big Advertising Possibilities

Line of Least Resistance Revealed as Only a Result of Standardization of Wholesale Prices

By Charles W. Hurd

MANY a manufacturer who has had the courage to trade-mark and advertise his product and endeavored to establish a standardized retail price on it, is nevertheless lukewarm on the subject of making his dealer discounts uniform, or approximately uniform. And yet there are many instances of where this, too, has proved a very important and almost indispensable step in business progress when conditions permitted.

The tire manufacturers who followed the lead of the B. F. Goodrich Company a year ago last January and established list prices to users and net prices to dealers have no intention of going back to the old demoralizing trade conditions which flourished under quantity prices. And yet at the time these conditions seemed as permanent as could be. The legitimacy of giving one dealer "twenty-five, ten and five" off and another man across the street only twenty-five per cent off was almost universally defended. Was not the first a "live wire" and selling two or three times as much as the second? Didn't his large purchases and prompt payments save on the cost of handling, and wasn't it fair to give him the saving? Could he handle the line unless he could make an extra "ten" or "ten and five"?

But the Goodrich company saw that inequality of discounts was the primary cause of the fierce price-cutting that went on in the field. It felt that if the public was going to get cheaper tires, anyway, the company might as well have the credit of doing it. It therefore cut the price and the dealer's profit with it. As this stopped the price-cutting, the deal-

er actually got more profit than ever, and now everybody is satisfied.

The hardware field is notoriously the one in which the greatest latitude in trade discounts prevails. Sixty and seventy per cent off the catalogue quotations are common, and some items go to some customers at "eighty, ten, five and two and one-half." It is generally believed in the trade that this custom cannot be changed, and yet within a few years it has been modified in a very important way.

Because of the fact that the manufacturers, or the great majority of them, adhered to the string of discounts, believing it impossible or undesirable to change to list and net prices, the jobbers undertook to simplify the quotations for the dealer and quote him the list prices which the manufacturers would not. These were at first exorbitant, but have now been brought down by agitation and competition to a lower level, and the dealers, though they are said to be paying on many items thirty per cent and forty per cent more than the best dealers would have paid for them formerly, are reported satisfied. Even at that figure it is in most cases a saving; the average dealer cannot keep all of the manufacturers' catalogues, and figure eighty, ten, five and two and one-half, etc., on scores of items a day. It is cheaper to let the jobber do it for him and then watch the jobber.

HARDWARE HOUSES THAT CUT OUT STEADY SCALE

But, in addition to this price-simplification by the jobbers, there are a considerable number of houses, like the Lalance & Gros-

Printing Papers of Excellence

Clarke & Company
225 Fifth Avenue
New York

General Sales Agent for Book Papers
Manufactured by Crocker, Burbank & Co.

What our advertisers say. No. 7 of a series.

FROM A COMPOSITION SOLE MANUFACTURER

We are obliged to ask you not to run our ad in your September issue and discontinue same until further notice owing to the fact that our department making — soles is now considerably behind on orders and we do not care to take on any new business in this department or create an increased demand until such time as our capacity has been increased, which we are now working on and installing new machinery, etc.

We might mention that our last ad in your paper brought us considerable results and was the means of bringing orders in in such amounts that we are obliged to discontinue soliciting any more business through advertising for the time being.

Assuring you that we appreciate the good work your paper has done for us, we remain,

Very truly yours,

DRY GOODS ECONOMIST

231 West 39th Street, New York

BOSTON - - - - 201 Devonshire Street

PHILADELPHIA - - 929 Chestnut Street

CHICAGO - - - - 215 So. Market Street

ST. LOUIS, 1627-1631 Washington Avenue

CLEVELAND - - - 516 Sweetland Building

CINCINNATI, 1417 First Nat'l Bank Bldg.

SAN FRANCISCO, 423 Sacramento Street

LONDON, (Eng.), 11 Queen Victoria Street

PARIS, FRANCE - - 2 Rue des Italiens

THE ACME OF ACCURACY

THE

STANDARD REGISTER OF NATIONAL ADVERTISING

For agencies, special agents and representatives,
newspapers, magazines, printers, engravers or
lithographers.

NOT a directory, but a **SERVICE**

with more *exclusive* information about National
Advertisers than any other.

MAKE US PROVE IT.

The National Register Publishing Co.

Miners' Bank Bldg., Wilkes-Barre, Pa.

10 East 43rd Street—Telephone Murray Hill 496—New York City

PARSONS

did this
to help you
get business

Your particular correspondent will instantly
appreciate your judgment in using Parsons
Old Hampden Bond for your stationery, but
does your letter heading as truly represent
your business?

That you may equal the quality of the stock you use in the
heading you design, Parsons has gotten out this "Handbook of
Letter Headings"—a text book of simple rules and clear dia-
grams which shows what makes a GOOD letter heading.

It is bound in boards and printed in two colors on Parsons Old
Hampden Bond. Although it is an expensive book to publish, we
will send, for a limited time, one copy for 50c postpaid to any
executive who writes on his business stationery.

Parsons Paper Co.
Dept. 16, Holyoke, Mass.
*Makers of fine writing
papers exclusively
since 1853.*



jean Manufacturing Company, the L. S. Starrett Company and the Standard Rule and Level Company, which have eliminated discounts to the trade on many or most of their articles and established list prices to the consumer and net prices to the dealer.

It is evident that this is a very important recommendation in the eyes of the dealer, or in the eyes of the average dealer, which is not lessened by the fact that it cannot be extended (or so it is generally thought) to the low-priced or bulk articles, on the price of which the fluctuation of the price of raw material or of labor or in the method of manufacture exerts a considerable influence. The principle is then: when circumstances permit, it may be applied with advantage, and it seems to be increasingly the case that the circumstances are being strained more and more. The opinion is prevalent in some quarters that far-seeing manufacturers will seize upon the opportunity offered by the present "seller's market" to adjust or simplify their discounts while and where they can.

Unquestionably many producers fail to appreciate the waste often involved in the sliding scale of discounts.

Take the experience of a certain important manufacturer in what we may, for the purpose of disguising the too intimate details, call the hardware field.

About 1908 the interests in the large and reputable old concern decided on a more forward-looking and aggressive policy than had been in force, and brought in an experienced executive from the outside, as general manager, to establish and carry it out.

PRICE POLICY APPALLING AT THE TIME

"Our price policy was appalling at that time," said the latter in recent conversation with a PRINTERS' INK representative. "I tell you this because it can't do us any harm now, and it may help somebody else who doesn't know how much he is losing by not putting his prices in order. We had sets

of discounts almost too numerous to mention. There was the regular discount, and after that an extra one, a special extra, an 'inside' price; then some special and very special 'inside' ones, and again an exceptional price 'in your case.' I believe the known, accepted limit was 'extraordinary' discount.

"They were not strictly quantity prices, and did not seem to have any rational basis. For example, a small dealer in one territory was getting ten per cent more discount on his goods than a large dealer in a city five miles away. There didn't appear to be any reason for it except the weakness of the salesman working the territory. He had let the bars down some time in order to get the business, and had not been able to get them up again.

"Well, this small fellow failed one day and the city dealer bought his stock and found out about the two prices. Then we 'got ours.'

"I had not fully realized the extent of the demoralization in discounts until this happened. After that, we determined to have just two prices, one for the jobbers and one for the dealers, but before we had to undertake anything heroic in the way of education the price of raw material shot up and made a revision of prices necessary for everybody. We took advantage of it and then and there standardized our discounts.

"The real explanation for the earlier condition was a lack of cohesion in the organization. We had branches in New York and Chicago, and the factory and branches were competing with each other, making their own prices and skinning each other wherever they could. That is a more common condition in many lines than you would think. Now we control the prices from the office and have unified the organization."

EASIER TO MAKE WORTH-WHILE SALES COMPARISON

One of the greatest arguments against loose pricing to the dealer is that it hinders if it does not altogether prevent you arriving at

Here Is A Real Opportunity For An Advertising Solicitor

A big, established evening and Sunday newspaper can use one or two really good advertising solicitors, and these men will have a brilliant future if they produce. Whether the man is single or married makes no difference. He must be sober, eager for work and responsibility, and not afraid of long hours. He must be intelligent and resourceful—a good mixer but not a rounder—a maker of friends but not a player of favorites—always well dressed and presentable but yet a two-fisted fighter. The paper has good rates, stiff contracts, insists on advertisers paying short rates, and insists on prompt collections. Unless a man believes in his heart in this way of doing things, he won't do. Competition is severe and a man must have the real stuff in him to make good. A man will be judged by what he gets into the paper. Answers to this advertisement will, of course, be treated with absolute confidence. Please write in full detail in your first letter—age, training, pay, what you have really produced, what sorts of rates, conditions and competition you are accustomed to, and your latest photograph of yourself. R. K., Box 106, Printers' Ink.

a proper understanding of the distribution of the demand. When the discount is made uniform, you have one basis of comparison for all territories. You know exactly what each is producing and how much it is costing to get it.

"Under the old price policy," said the manager, "it was easy for salesmen to go into the city and get the business, because the city dealers were influenced by price to a greater extent than those outside of the city. And until the system of pricing was changed we did not find out that the most profitable part of the business, or rather the business it was easier to get on the new, satisfactory basis, was the small-town business.

"Our line of business is handled by two different classes of dealers. The metropolitan dealers, among whom I include New York, Philadelphia, Chicago, Pittsburgh, Buffalo, etc., are exclusively specialty dealers. Each dealer is also generally an agent for one line, though he may carry a few broken lots of another house's line of specialties. Switching a line is not common now, and it is one of the most difficult things to do, anyway, because a line is made up of so many different kinds of goods in all weights, sizes and designs.

SHOWED DIFFERENCE IN METROPOLITAN AND SMALL-TOWN TERRITORIES

"The metropolitan dealers are influenced by price because they give their whole time to the business and expect to get a long profit on whatever they sell to the consumers they control.

"The dealer in the small town, on the other hand, is not an exclusive specialty house, but either a druggist or hardware merchant. We preferred the hardware dealer as the logical man to concentrate upon. But, fortunately or unfortunately, as may be, our goods are a side line with him. At the outset of our campaign he knew little more about it than the druggist. He was not so interested in it as would have been the case had he been, like the city dealer, a contracting dealer as well. He wanted goods that were well

GATCHEL & MANNING

PHOTO-ENGRAVERS

Opposite Old Independence Hall
PHILADELPHIA



You will find that the co-operation we freely give you to aid you in getting just what you want, is really worth more to you, in saved time and worry, than you pay for the finished engravings.

We can take specially good care of you on the lines of work you generally have trouble with—Double Prints, Highlights, Four - Color Process work, etc.

HOTELS STATLER

Hotel Statler, ST. LOUIS, now building

Rates from \$1.50 Per Day



BUFFALO

450 Rooms 450 Baths



DETROIT

1000 Rooms 1000 Baths



CLEVELAND

1000 Rooms 1000 Baths

Away From Home

MANY a man finds it difficult to be at his best when away from home. He is annoyed by little inconveniences, by unfamiliar surroundings which do not minister to rest and comfort, by service from people to whom he is only a buyer—and one of many.

Hotels Statler are equipped and operated with those thoughts especially in mind. Far-sighted provisions for the traveler's comfort and convenience are supplemented by a courteous, gracious, interested service.

Every patron of a Hotel Statler is an important man to us and his satisfaction is guaranteed.

You'll always find other advertising men at the Statler.



The Pittsburg Leader.

SHOWS STEADY GROWTH IN CIRCULATION AND WONDERFUL ADVERTISING INCREASES

CIRCULATION

1911 Net Paid	70,000
1912 Net Paid	73,809
1913 Net Paid	76,179
1914 Net Paid	78,746
1915 Net Paid	81,095
1916 Net Paid	84,036

ADVERTISING

1911 Columns Advertising	31,691½
1912 Columns Advertising	32,804
1913 Columns Advertising	33,288½
1914 Columns Advertising	34,650½
1915 Columns Advertising	36,746¾
1916 First Seven Months	23,730¾

In the first 7 months of 1916, from January 1 to and including July 31, the Leader gained 2,142 columns, or figuring it by agate lines of 304 lines to the column, a gain of 651,168 agate lines, over the same period of 1915. Only regular advertising is figured in these increases, as the Leader did not publish any special editions during this period of time.

EVERY SUCCESSFUL MERCHANT IN PITTSBURG PLACES FULL COPY IN THE LEADER AND NEARLY EVERY NATIONAL ADVERTISER DOING BUSINESS IN THIS FIELD USES THE LEADER
—Increases in National Advertising Have Been Phenomenal

Leader readers constitute a buying power of the highest caliber because in the majority they are the real wage earners—the backbone of prosperous and industrious Pittsburg.

Leader circulation is free of duplication because Leader readers are not satisfied with any other paper.

Because of the Leader's progressive and aggressive spirit, its loyalty to its readers and the initiative it takes in matters of great importance the Leader is endorsed and known as "the paper that does things."

Rate—8 Cents Per Agate Line Flat

Sample copies sent free upon request and we suggest that you look through a week's file of the Leader if you contemplate advertising in Pittsburg.

THE PITTSBURG LEADER

EVENING DAILY

SUNDAY MORNING

"The Paper That Does Things"

W. E. MOFFETT, Advertising Manager

Leader Representatives, VERREE & CONKLIN

NEW YORK
Brunswick Building
Thos. E. Conklin

DETROIT
Free Press Building
C. L. Weaver

CHICAGO
Steger Building
J. E. Verree

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known and easy to sell, goods that had prestige and were advertised. He expected to pay a reasonable price for such goods, ten or fifteen per cent more than for a line that was unknown, and that took time and effort to push.

"There had been nothing in particular to show us this great difference between the city and the small town until they both were put on the same basis. Then we began to go after the small-town business in earnest. Previous to 1912 our advertising was all of a sectional and mostly of a sporadic nature. There was no sales service. The goods sold almost entirely on 'past performances.'

"But in that year, 1912, we held a sales convention and took up the question of national advertising. We were committed to it by that time as a sequence of the step we had taken in standardizing our dealer discounts and the gratifying results that had followed it. It was one of the most intense meetings you can imagine. We went out to Mount Clemons and for four days we hardly left the hotel or our rooms, but worked from eight o'clock one morning to two and three o'clock the next and had all our meals sent up. I told the men that we were going to lay down an advertising policy and decide on it then and there, and we did so decide. We gave the small-town magazines and farm papers practically the whole of our available appropriations; we had some short car contracts still running.

"That worked very well. Next year we increased the space; stayed in the next year and added two general mediums; and have since grown into a very respectable advertiser in ten or twelve general magazines, and a considerable number of farm papers, and street-cars, too. We were also adding dealer helps as we went along.

OTHER BENEFITS THAN THAT TO ADVERTISING

"Neither has this advertising development been the last of the benefits attributable to setting our

dealer discounts in order. All of our selling, as I mentioned, had been virtually on a price basis. It was hard to get the salesmen to turn the other way. Most salesmen are that way, cannot rid themselves of the notion that the way to get business is to undersell the other fellow. It was still more difficult to get them to appreciate what we were doing when we began to advertise so largely. They could not grasp the importance of it. We brought them all in from the field twice while the advertising was running to go into conference on the subject and kept hammering away at them at all other times by correspondence and through the personal work of the branch managers. It was in some ways the biggest problem we had, this selling the advertising to our salesmen.

"At the outset our salesmen used to ignore the inquiries, because they found a proportion of them valueless. Some of the men found it easier to refer them to dealers who were handling rival goods on their promise to take care of them later than to open new accounts with them, but gradually we got the stronger salesmen lined up on the right methods and used their experience to bring the rest up to standard.

"In this way we have succeeded in getting a better tone into the force. They are beginning to understand that the days of subsidizing dealers with free goods and gold watches has gone for good, and that the better day of providing the dealer with real service in selling the goods has dawned.

PRICE NOW THE LAST CONSIDERATION

"Even with a name and reputation dating years back, with unexcelled and trade-marked goods, it was impossible for us to keep quality from being subordinated to discount in the minds of most dealers and of our own sales staff. To-day, as the result primarily of standardizing our discounts and afterwards of advertising, we have given quality, as indicated by prestige, the first place in the dealer's mind, sales service the

next and price the very last subject for consideration."

Had it not been, that is to say, for that standardization of discounts the house would have been a long time discovering that the small-town field was its line of least resistance, which it could follow at less cost and consequently more profit. It was the progress and the experience there that started it on the road of advertising and intensive sales cultivation.

The same question comes up in a different form in certain important industries. For example, when the demand for a staple article varies from month to month and the cost of the raw material entering into it is likewise fluctuating, is it, nevertheless, the part of wisdom to maintain a year-round price to the trade?

The International Harvester Company, among other big concerns, has come to the conclusion that it is, and we find it establishing each spring a price for binder-twine that holds through the season, until the harvest operations are concluded.

This sales policy is in contrast with that of some other manufacturers of binder-twine. A few of the smaller producers even make capital out of the fact that their prices are not rigid, but rise and fall with market conditions. It is not as though the International had a monopoly of the binder-twine business. It spins fifty-two per cent of the twine manufactured in the country, but faces the competition not only of independent manufacturers but of eight "prison plants" in as many different States in the Middle West.

Horace L. Daniels, manager of the Fiber Department, International Harvester Company, explained not long ago to a trio of United States Senators who have been investigating the binder-twine industry why it is that his company has adopted the policy of price-uniformity. It was to *prevent discord* among its 30,000 retail dealers. Under the old sliding scale of prices, "a certain number of agents, but never all of them, would purchase." The others, willing to speculate, would hold

off or cover only their immediate requirements, leaving them free to buy heavily in the event of a sharp decline.

"It would often happen," said Mr. Daniels, "that neighboring agents would purchase, one at a higher price and the other at a lower price, and then there would be a bad trade condition. A fellow who had been fortunate in his purchases would make that an opportunity to 'do' his neighbor. Accordingly we have found it beneficial to have one price throughout the year."

There is another side to the question. The manufacturer who is buying on a fluctuating market and selling at a fixed price, and that is what most national advertisers do, is in the same situation that served, for instance, to cut National Biscuit Company and Loose-Wiles profits last year, when raw materials went up with no compensating adjustment in the selling price of crackers.

It may seem preposterous to claim that there is any field where the small manufacturer can buy more cheaply than his powerful rivals, and yet that is precisely the situation with binder-twine. The anomaly is thus explained by E. C. Heidrich, Jr., vice-president of the Peoria Cordage Company.

"We have during all the years we have been in business been under the impression that we were able to buy fiber for binder-twine at a *lower price* than the average price of the purchases of large concerns such as the Plymouth Cordage Company and the International Harvester Company, because we took advantage in the main of the low points in the market and could buy in such 'dips' without, of course, disturbing the market. We have always argued that the reason the larger men cannot do that is because the low point of the market naturally begins to rise the minute their heavy buying starts."

But it is to be noted that when the smaller manufacturer enjoys this advantage he follows the same policy of price-uniformity.

The International does not announce its all-season price until

A \$60,000,000 Monthly Payroll

WITH a monthly payroll estimated to be in excess of \$60,000,000, demonstrating an unprecedented era of prosperity, Eastern Pennsylvania and Philadelphia constitute probably the greatest automobile sales market in America.

THE NORTH AMERICAN, Philadelphia, shows a 100% increase in automobile display advertising for July, compared with the corresponding month of 1915. Here is a comparison for the month:

	Agate Lines
THE NORTH AMERICAN.....	50,175
2d Paper.....	41,910
3d ".....	37,915
4th ".....	36,680
5th ".....	34,220
EVENING—1st Paper.....	26,850
2d ".....	5,740

This is the Ninth Consecutive Year of THE NORTH AMERICAN'S leadership in Amount of Automobile Display Advertising. The 1916 figures up to July 31 follow:

	Agate Lines
THE NORTH AMERICAN.....	316,030
2d Paper.....	274,475
3d ".....	269,285
4th ".....	265,250
5th ".....	211,625
EVENING—1st Paper.....	173,890
2d ".....	72,470

100,000 line gain for THE NORTH AMERICAN, January 1st to July 31st, 1916, over same period in 1915.

THE NORTH AMERICAN PHILADELPHIA

Who can give us the answer?

A manufacturer making a staple product, now nationally advertising only one brand wishes to extend the campaign to cover two.

One line is unusually high in grade and is selling at a price in keeping with the best that can be made. The other line sells at about half the price of the first, but in a quality extremely popular and in a great volume, competing in most cases with the best goods of other makers.

How can the more moderate in price line be successfully advertised in competition with other makes, and not interfere with the better quality put out by the same manufacturer?

We are willing to pay a reasonable fee for a practical solution of this question.

Address "Two Brands," Box 105, care Printers' Ink.

March or April, and in the meantime the smaller manufacturer may gain some prestige by quoting a price good not merely for the entire season but for the *whole year*—"more as a form of advertisement than anything else," said Mr. Heidrich.

Some of these smaller manufacturers follow the plan of "guaranteeing" their prices against the quotations to be announced later by the International Harvester Company and the Plymouth Cordage Company. The latter concern makes a price for the entire year, but is usually in a position to sell practically its entire output on contracts made in advance of the announcement of prices. Last year, when it was found that there was to be a shortage of binder-twine, the Plymouth Company ran its twine mills at night and charged late customers more for the surplus. But this is no exceptional instance.

The all-year flat price gives dealers "an even break," but it does not protect the ultimate consumer against the greed of a retailer who chooses to take advantage of unusual conditions arising after he has contracted for his stock.

"I think the dealers on the average figure about one cent a pound margin on binder-twine," said Alexander Legge, general manager of the International Harvester Company, "but occasions come to our notice where they have taken advantage of a shortage and run up the price a good deal in excess of that figure. Some of them have made a very much bigger margin than that, under special circumstances, but we are not allowed to interfere."

During the Spanish-American War many dealers who had purchased manila twine at 6½ cents per pound took outrageous advantage of conditions. Henry Wolfer, then in charge of the large twine manufactory at the Minnesota State Penitentiary, having stocked up heavily with manila, attempted to give the farmers the benefit of his fortunate purchases by forcing dealers to sign contracts not to charge more

than one and one-half cents per pound profit. Instead of being content to sell at 8 cents per pound, many of the dealers, when they found that there were no penalties that could be enforced for violation of their contracts, ran prices up to consumers to 18 and 20 cents per pound.

This is a condition that may be duplicated in many lines if the demand for products continues to increase and outrun the immediate supply. But it is a "demoralization" that carries its own correction and since it does not end, as the opposition form of price-depreciation does, in handicapping the smaller and weaker dealers, it can be regarded by the manufacturer with comparative equanimity.

The evidence adduced in these several instances constitutes an interesting contribution to the growing discussion as to the utility and justice of quantity prices. It is notable that those who have standardized their trade prices come from the ranks of those who have standardized or attempted to standardize their retail prices. The reason is the same in both cases, namely, the desire to protect the individual dealer and maintain distribution. Comparatively few advertisers, on the whole, have actually abolished quantity prices. They have one price for the dependent store or chain and another for the small retailer, besides that for the jobber. That is too much of a problem for anybody on the outside to attempt lightly to meet with a proffer of advice. But even these are only a minimum in many cases. The working principle at least ought to be, if you can't get absolutely uniform prices to get as near uniform as possible. Doubtless, as the trade says, it is not possible to do it with all articles; in the absence of any advices to the contrary, we may take the opinion of the trade as final. But with articles branded, advertised and standardized as to retail price there are evidently strong reasons for having it done and the instances mentioned in this article add to their number and weight.

A Message from Seattle

The busy corner of the
Great Northwest

TELEGRAM

Seattle, Wn. August 1st,
1916.

J. T. Beckwith,
Tribune Building,
New York.

Month just closed was our best July since 1910. We carried 922,880 lines, gaining 106,554 lines. 2d paper carried 532,070 lines, gaining 24,948 lines; 3d paper carried 285,922 lines, gaining 20,076 lines. Thus we carried 104,468 lines more than the other two papers combined. We gained 53,942 lines in foreign. In our automobile department we made splendid record, carrying 73,980 lines, which was 20,164 lines more than second paper.

Joseph Blethen.

Thus You See

Our mastery is a
monthly demonstration,
complete and
undisputed.

One paper for Seattle—
More would be a waste—
That's

The Seattle Times

Clarence Blethen, Editor
Joseph Blethen, Gen'l Mgr.

The S. C. Beckwith Special Agency

Sole Agents for Foreign Advertising

New York, St. Louis, Detroit, Kansas City, Chicago

Retailers in Every City in New England

know that advertising in their local daily newspaper sells the goods.

Show these retailers what you are going to do in advertising with the local newspaper and then note the smile and the glad handshake, for he knows that it is the local newspaper that sells the goods.

These retailers have been using the columns of the daily newspapers day in and day out for a generation, and they know that these Home Daily Newspapers send customers into their stores the morning after the advertisement appeared.

These retailers know that the Home Daily Newspapers are quick workers and rapid producers.

Here in New England are nearly 7,000,000 people above the average in education and having the highest per capita wealth. These people are ever ready to purchase anything that will increase their pleasure, health or comfort.

They are educated to read and heed advertising in the daily newspapers. The territory may be easily covered by your salesman at a moderate expense.

Start your advertising in the New England Home Dailies and you can watch your business grow.

Try these 12 if all this section is too big.

SALEM, MASS., NEWS

Daily Circulation 20,021.
Population 43,697, with suburbs 150,000.

SPRINGFIELD, MASS., UNION

Daily Circulation 29,591.
Population 100,000, with suburbs 250,000.

BRIDGEPORT, CT. POST and TELEGRAM
Daily Circulation 31,000—A. B. C.
Population 150,000, with suburbs 220,000.

HARTFORD, CT., COURANT
Daily Circulation 16,800.
Population 98,915, with suburbs 125,000.

NEW HAVEN, CT., REGISTER
Daily Circulation 19,414.
Population 150,000, with suburbs 175,000.

MERIDEN, CT., RECORD
Daily Circulation 5,963.
Population 37,265, with suburbs 50,000.

WATERBURY, CT., REPUBLICAN

Daily Circulation 8,783.
Population 73,144, with suburbs 100,000.

PORTLAND, ME., EXPRESS

Daily Circulation 20,944.
Population 58,571, with suburbs 75,000.

BURLINGTON, VT., FREE PRESS
Daily Circulation 9,957 A. B. C.
Population 22,000, with suburbs 40,000.

MANCHESTER, N. H. UNION and LEADER
Daily Circulation 27,705.
Population 75,063, with suburbs 150,000.

LYNN, MASS., ITEM
Daily Circulation 15,261.
Population 89,336, with suburbs 100,000.

NEW BEDFORD, MASS. Standard and Mercury
Daily Circulation 20,949 net paid.
Population 109,000, with suburbs 120,000.

How the Pullman Company Names Its Cars

Fall River, Mass., Aug. 8, 1916.

Editor of PRINTERS' INK:

You have noticed no doubt that the Pullman railroad cars bear a name instead of a number. Can you kindly tell me why the Pullman Company uses names instead of numbers, and also how these names are selected.

GEORGE A. FENNER.

Since 1864, according to an official of the Pullman Company, names instead of numbers have been used in designating the cars of the company. This practice, it was explained, was adopted because numbers while suitable for recording purposes, are without individuality and cannot convey the appropriate distinctiveness the company wishes to associate with its cars.

In its search for right names the company has recourse to various sources. For example: history, mythology, foreign countries, states, cities, lakes, rivers, and when preferred by some railroads, names are taken from towns along their path of travel.

The company endeavors to select names of definite origin, significance, and euphony, avoiding as far as possible manufactured names and those difficult to pronounce. With approximately 7,000 cars in operation, the task of selecting new and appropriate names is one requiring no little consideration. The company is always glad to receive suggestions. —[Ed. PRINTERS' INK.]

To Get Business in the Dull Season

Upon the slogan "Paint Before Winter" the Carter White Lead Company, of Chicago, hangs a direct-mail campaign to speed up fall house painting. Local painters are invited to send in names of possible customers to the company, which will mail letters to each name on the list, showing why autumn is the best time to paint. The only cost to the painter is for the postage.

The letter-head as well as the color card which is sent each prospect, bears the imprint of the painter.

Scripps-Booth Reorganize

The Scripps-Booth Company, of Detroit, and the Sterling Motor Company have been consolidated as the Scripps-Booth Corporation.

TEN MILLION DOLLARS

INCREASE is shown by the clearing house of

PORTLAND Maine

for the first six months of 1916. The figures for this period were \$58,692,475.

This gain of 21 per cent reflects the activity and prosperity of Portland. The

EVENING EXPRESS

publishes daily stock reports, several columns of financial news and is read by practically every family where the annual income is over \$3,000, and by about nine-tenths of the families in Portland and suburbs. It would be worth your while to have a campaign in the EXPRESS. It leads in everything.

Julius Mathews Special Agency
Boston — Chicago — New York

BRIDGEPORT thinks in big figures!

So wonderful has been the growth of Bridgeport during the last two years; its growth in factories, in dwellings, in population, in product, in wages, that Bridgeport thinks in big figures.

Its pay-roll of MORE THAN A MILLION DOLLARS A WEEK shows what an army of well-paid workers there are here. All these have their wants and the money to supply them. What have you to sell that will contribute to their well being? Tell them about it in the

Post and Telegram

Largest Circulation of any Bridgeport paper by many thousands.

Largest Connecticut Circulation

Julius Mathews Special Agency
Boston — Chicago — New York

Printers and their Specialties

Advertisers Can Consult with Profit, this List
of Printers, When Planning their Next Job

*Satisfied customers are
our biggest asset*

MONROE PRESS

225 West 39th Street
NEW YORK

WE do more than
blindly follow the
layout of your ads
—good typography plus a
quick and direct service.

Telephone Bryant 4534

Hurst & Hurst Co.

Typesetters to Advertisers
145 West 45th Street, New York

Typographic Service

for
Advertising Agencies exclusively

Especially equipped for
handling Advertising
Composition day and night

C. E. RUCKSTUHL, INC.
27 EAST 31ST STREET, NEW YORK

READ PRINTING COMPANY

HIRAM SHERWOOD, President

High class goods and low
grade printing work at
cross purposes.

106 SEVENTH AVE., N. Y.

Telephone 6396 and 6397 Chelsea

EMBOSSING

"stands out"—An embossed cover
always stands out and makes your
catalogue out of the ordinary.

*We are specialists in
the embossing line.*

Walcott Bros. Co.

141 East 25th St., New York City

High Grade Publications AND Advertising Leaflets

ROY PRESS

WM. J. LAWRENCE
President

Beekman and Gold Streets, New York

Booklets

AND
advertising
agencies like the
George Batten
Co., J. Walter
Thompson Co., Frank Seaman, Inc.,
Federal Agency and others requiring High
Class Booklet and Catalog Work use the

Charles Francis Press

Printers of PRINTERS' INK
Printing Crafts Building
8th Ave., 33rd to 34th Sts., New York City

Many of Amer-
ica's prominent
advertisers and

Catalogs

National Advertisers

Do you send samples of your products
through the mails and via express?
Do you send large catalogs?

If you do, you will find they can be
addressed conveniently and economi-
cally by using **GUMMED LABELS IN ROLLS**
perforated for use on a typewriter.

*Ask for our label catalog and book
of information about gummed labels.
It is free to readers of Printers' Ink.*

McCourt Label Cabinet Co.
54 Bennett St. Bradford, Pa.

Engraving—Designing—Electrotyping

A Handy Buyer's Guide for Advertisers,
Advertising Agents and Publishers

Advertising Service

"We wish to say that your service has been all and more than you said it would be when you solicited our business and we naturally feel well satisfied.

Yours very truly,
Feb. 28, 1916 THE ERICKSON CO."

THE GILL
ENGRAVING COMPANY
140 Fifth Ave. New York

The Colorplate Engraving Co.

J. E. Rhodes, Pres.

311 West 43rd St. N.Y.



Quality Color Plates

SCIENTIFIC ENGRAVING CO.

406-426 W. 31st St., New York

Telephones Chelsea 2117-2118-2229

Best Equipped Plant in New York

Guarantees you finest plates at reasonable rates

FINE PLATES

ELECTROTYPE SERVICE IN CANADA

Save Duty—

Save Express—

Save Delay—

by having your Canadian electrotypes made in Canada by the

RAPID ELECTROTYPE COMPANY

OF CANADA

345 Craig St., W MONTREAL, P. Q.

WE ARE PREPARED

To make halftone and color plates on ZINC—, the kind that only the expert with a magnifying glass or microscope could tell apart from Copper.

There's a big saving in PRICE,—and in the TIME it takes to make them.

Metropolitan Art Craft Co.

2 Duane St. New York

Telephones Beekman 2980-1-2

"PLATES FIT TO PRINT"

A good Picture is worth a ... Million Words

ARTHUR BRISBANE
BEFORE THE ADVERTISERS CLUB

THE STERLING ENGRAVING CO.
NEW YORK CITY
Artists - Engravers

200 WILLIAM ST. TEL. 3-9000 BUSHMAN 10TH AVE AND 36TH ST. TEL. 3-9000 BRADLEY

ELECTRO LIGHT ENGRAVING CO.

BENJ. W. WILSON, Pres't
A. W. MORLEY, JR., Treas.

Photo - Engraving

COLOR WORK A SPECIALTY

411-415 Pearl Street, New York

Telephones—2350-2351 Beekman

THE advance in the price of paper has introduced new economic conditions in the preparation of advertising literature. The use of

Color Illustrations

will do much to offset the increase in the cost of paper by their superior selling value. Advertising directors will be interested in our service.

ZEESE-WILKINSON CO.

Color Printers & Engravers

424-438 W. 33rd St., New York City

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Blvd., J. C. ASPLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY, Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy.

Foreign Postage, one dollar per year extra, Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, AUGUST 17, 1916

The Wisdom of Advertising When Oversold

Ask the "man in the street" to call the roll of talking-machine manufacturers, and he will name three almost certainly, four probably, and perhaps will go as far as five or six before his knowledge of the subject is exhausted. But ask him for the name of the leading concern in the industry and ninety-nine times out of one hundred you will get the same answer. The wisdom of the Victor Talking Machine Company's policy of continued advertising when the factory is oversold can be demonstrated by so simple a test as that.

Our neighbor, the *Dry Goods Economist*, points out that the talking-machine business is no longer a specialty proposition, requiring expert handling. The public at large is so thoroughly familiar with the idea of owning a machine and operating it that the department store can profitably enter the field and sell the line on a merchandise basis. And

certainly there are plenty of available sources of supply. We counted the ads of twenty-six different manufacturers in a single issue of a trade-paper, and that is by no means the complete roster. Some of them are also advertising to the consumer, others are not, yet the fact remains that the immense prosperity of the industry is attracting a multitude of concerns which intend to share it if they can. The leaders have done the pioneer work of educating the public to the talking-machine idea, and now let them look to their laurels!

The same thing has happened before in many other lines of business. We can name concerns which once were leaders, but which have gone down under the pressure of just such competition as is now threatening the talking-machine industry. Prestige meant little to them so long as they got the business; they felt that their standing was secure because the factory could not keep ahead of its orders. They regarded advertising as a useful means of getting more business, but why advertise when we don't need business?

There is little likelihood that the leaders in the talking-machine industry will be deposed, for they have not advertised merely to "get business." Their advertising has represented in large part an investment in good will—the laying up of a fund of public confidence which could be drawn upon whenever it became necessary. The wisdom of that policy will become more and more apparent as time goes on.

Why Copy Counts

When we read of a copy-writer relinquishing voluntarily a part-time contract for service which netted him a \$40,000 yearly rate, somehow we are reminded that, after all, it's the copy that finally does the trick. In the scales of merchandising and advertising there is sometimes a tendency to overbalance the importance of the former at the expense of the latter.

Do not understand by this that

we belittle the importance of a comprehensive knowledge on the advertising man's part of the general and particular conditions under which the products he is engaged to advertise are marketed. What we aim to emphasize is that his particular forte is to consummate a happy wedding of these particular merchandising elements, and an incomplete acquaintance with trade conditions can be more than over-balanced with the right kind of copy.

For in the average case the manufacturer or concern which contemplates advertising is pretty sure to be more than fairly versed in its particular market situation, whereas he may be a babe in arms when it comes to a consideration of copy production, except so far as the Little Schoolmaster and his own powers of observation equip him with a basis for judgment. Intelligent copy service finds no difficulty in forming an harmonious union of these two branches of special knowledge.

Not so long ago the head of a certain agency talked to his copy-men individually on the subject nearest to them.

"We have, I feel, brought our merchandising equipment up to a state approximating perfection," he told his men, "and it may be that in developing it we have momentarily neglected the copy end of the business. From now on we're going to pay more attention to bringing our copy up to the same level of efficiency that we have developed in trade analysis. We're going to make all our copy right—not just some of it."

In this connection we are glad to quote from a recent letter to PRINTERS' INK, from Charles W. Mears, advertising manager of the Winton Motor Car Company:

"I was one of those who went to the Philadelphia convention to hear what might be said about copy, and I heard nothing. Newspapers, magazines, billboards, specialties, trade-papers, the religious press, advertising clubs and advertising agencies—one and all had their departmentals and their hours, but I sought in vain for a word about that element without

which all these others would live in vain (or rather, would cease to exist)—copy.

"Clubs, advertisers and special organizations have given much thought and investigation to questions like 'How does the publisher get his circulation?' etc., but nobody seems to be devoting much serious thought to the great variety of problems that arise on the subject of the advertiser's message. The consequence is that copy is the one subject advertisers know least about, the one element of advertising in which they wander most aimlessly."

Undoubtedly there are more than many cases where agents have been able to point out to an old or well-established concern certain important trade factors so obvious and therefore so hard to see as to require the skilled eye of the trained publicist to capitalize them. PRINTERS' INK has recorded such instances.

But in the last analysis, after all the trade investigation has been completed, the market dissected and the campaign trimmed for action, it's copy that is to reach the mark, and on right copy, with the appeal well sounded and visualized, depends the ultimate efficacy of any merchandising plan.

Plowing the Profits In

Nothing in the business outlook is more reassuring than the way in which most large concerns are conserving their present liberal earnings. Instead of increasing dividend rates, corporations earning up to 73 per cent on their capital continue to distribute the usual 6 per cent to stockholders, and put the remainder into debt-extinguishment, plant-betterment, or increased surplus, or all of these. The stocks of such concerns are apt to show steady enhancement in face of stationary dividends because the added tangible value is plainly inherent—it is there for everybody to visualize. Such a process of plowing the profits in must immediately commend itself to everyone.

But one quite prominent con-

cern, always regarded as stable and prosperous, has inaugurated a process of plowing the profits in which, while recognized by the business world as the basis on which the biggest successes have been built, is not yet appreciated at its true value by professional readers of the tape. That process is the investment of a considerable sum in advertising; and it has had the courage to charge off the entire investment at once. As a result, it shows a large increase in business done, returns coming in almost immediately, but it reports a shrinkage in earnings not only relative but positive. Hence, its stock has gone off 25 per cent in the market under the influence of those who look at what they call "facts"; but conservative business men, sound bankers among them, who have studied the value of good will and reputation, strongly advise investors to hold onto the stock and to purchase more if there is any further decline.

Meantime, the management of the company is working on with unruffled serenity. It knows that the solidest values are behind the enterprise, that such values are actually much greater now than before the advertising was started, and they look forward with confidence to vastly increased yields in the years to come when the present fertilization shall have permeated the soil thoroughly.

More and more manufacturers and business men are coming to realize that business as well as farms requires scientific fertilization—that it is the height of wisdom continually to plow some of the profits in.

Sellers Have Rights as Well as Buyers

"The - customer-is-right" idea has become so firmly implanted that it not inaccurately may be said to be ingrown in spots. The consumer passes the buck of mistake, preference, change of mind or fit of pure cussedness to the retailer, who hands it to the jobber, who shoves it along to the manufacturer. So

what had its origin in an effort to afford a more equitable deal to all buyers has developed into a burdensome abuse.

Usually this is submitted to because open, competitive conditions make every distributor fear what the other fellow will do, but geography and topography so hedge about and protect the territory of Southern California that the Los Angeles grocery jobbers can do some things with safety which most others might hesitate to attempt. It is, therefore, not uncommon for the six firms to work along co-operative lines on matters of mutual interest.

A page ad in the Los Angeles trade-papers has just appeared, addressed to the grocery trade, in which is set forth the allegation that "manufacturers are becoming stricter every year in the matter of accepting returned goods. It is, therefore, necessary for the wholesale grocer to exercise care in the same respect. In order that our friends in the trade may understand the situation and be able to protect themselves, we deem it both just to them and ourselves to record the following," and then follow details regarding the restrictions governing the return of certain kinds and classes and some specific items of merchandise.

The limitations apply to (1) Return on Order Only; (2) Returns by Express; (3) Verbal Guarantees; (4) Holding Returned Goods; (5) Labels—returned in lieu of good themselves; (6) Shortages; (7) Quantity Purchases; (8) Spoiled Goods Which Are Not Returnable; (9) Spoiled Goods Returnable Under Certain Conditions; and (10) Spoiled Goods Not Returnable Unless Inspected and Return Permitted by Broker.

Maybe this action will inaugurate a salutary checking movement—a sort of "backing up"—from the manufacturer which will reach through intermediate factors to the ultimate consumer and tend to eliminate one important item of waste and consequent expense in distribution.

[Four years ago LIFE ran the following advertisement in *Printers' Ink*. Advertisers are to-day buying on the exact basis we predicted.]

A Prediction from *LIFE*

The next two or three years will see space buyers paying a great deal more attention to the kind of circulation they buy, in preference to buying the greatest quantity for the least rate.

The primary value of circulation lies in its kind and how it was secured.

One reader of a magazine is of far greater value to an advertiser if he buys the magazine without inducement, because he wants it, in preference to one who buys it with only a half interest in the publication and the other half in some premium or special rate, or just to accommodate a friend.

Along with other advancements in the advertising business, the question of what kind of circulation and how it was secured, is certain to receive more and more attention.

LIFE'S circulation is the "natural demand" kind and, beyond doubt, every reader of *LIFE* has means sufficient to afford all reasonable wants. Space buyers who know—understand the value of such circulation.

Gee. Bee. Are.

LIFE'S Advertising Manager, 31st St., West, No. 17, New York
B. F. Provandie, Western Mgr., Marquette Bldg., 1537, Chicago



You Can Use Those Movie Films

What are you doing with your advertising films? Here is a machine that automatically projects motion pictures.

And it works in daylight to show windows!

This machine is an unusual dealer help. Put it to work in windows, offices or store aisles.

W. H. STAVENHAGEN CO., Inc.
331 FOURTH AVE., NEW YORK
Telephone, 6420 Madison Square.

OPPORTUNITY KNOCKS

In 1766, At the Sign of the Bunch of Grapes, Providence, the oldest dry goods store in America was established. This high-class, growing business needs a clever, original and experienced advertising manager for its 150th anniversary celebration this fall. A unique opportunity for a live, ambitious man or woman to build a wide reputation and clinch a position with a future. Address or interview at once with full particulars, Secretary, Gladding Dry Goods Company, Providence, R. I.

Automobile Branch Organization Problem

(Continued from page 89)

small, concentrated territory and starts the expansion of the sales organizations all over again. The organization of the former distributor has been expanded into a branch house.

This same plan has been used in the typewriter field, and is now getting into the adding-machine business, for the exclusive sales branches are beginning to sell also to dealers, with discounts for re-sale. In other words, the exclusive sales agencies are becoming more than merely sales agencies; they are becoming distributors—just as were the former Ford dealers.

One of the big adding-machine companies is experimenting in the same direction with "district agencies," with managers on salary. These are in effect company branches with regular branches as dealers, though the line of authority to the home office is not so marked as in the more completely developed Ford plan.

To what extent will other automobile manufacturers follow in the path of the recent Ford plan? As already indicated it is likely that the tendency will be toward the establishment of more factory branches, although, with the exception of two or three of the companies, it would not be practical nor advisable for the manufacturers even remotely to approach the present Ford organization. Manufacturers will, here and there, start branches or else subsidiary distributors, as circumstances seem to make it necessary, but as a whole there will not be any general abolishment of distributors. A branch of the Overland company recently took over the representation of its cars in New York City. This is probably in line with the Ford plan to have branches in those centers where the sale of the cars is very large, although as far as is known it is not the intention of the Overland people to adopt this plan generally.

The ideas of the manufacturers

on this question are by no means uniform. This is evidenced by the fact that the Chalmers Motor Company not long ago abandoned its branches, favoring the distributor plan. In New York C. T. Silver took over the car. It is reputed that the initial order which he placed was in the neighborhood of six million dollars. It is claimed that it is one of the largest orders of the kind ever placed. It goes to show that the hat of the distributor is still in the ring, and it will be a long time before the automobile business can dispense with his services. Without him the industry would not be where it is to-day. For years, while the business was getting on its feet, he was very instrumental in its development. Putting up spot cash for all shipments, he furnished a good portion of the precious capital. He bore the brunt of the fight on the firing-line and opened up the way for the stupendous prosperity which the industry is now enjoying.

Automobile men insist, however, that the days of the real large distributors are numbered. A few will remain, of course, but it is likely that factory branches will be located in those territories where thousands of cars are sold each year. The opportunity in the strictly retail end of the business is as attractive as ever. By devoting themselves exclusively to retail sales automobile dealers still have unlimited possibilities for growth. This, at least, seems to be the opinion of those in the industry who have studied the significance of the recent Ford move.

Will Direct "Policeman's Monthly" Advertising

Milton Crass, for the past fourteen months assistant advertising manager of the *Policeman's Monthly*, New York City, has been appointed advertising director of that publication.

Frank W. Graf will take up Mr. Crass' former duties.

The interests of William G. David and John David in the Rochester, N. Y., *Herald* have been purchased by Louis M. Antisdale and M. Bruce Potter. Mr. Antisdale, who becomes president of the publishing company, has been editor of the *Herald* for nineteen years.

A 25 Year Old Secret Solved!

Four weeks ago a client of another agency asked us why his business wasn't bigger.

We might have theorized an immediate answer. But we didn't! Business problems, to our mind, are too serious to permit of guesswork. So we set about to solve the question in a practical way. We called on dealers. We talked with consumers. We investigated competition from every angle.

Today we have the answer. Today we can correct the heretofore undiscovered mistake that has handicapped that company for twenty-five years.

Perhaps our experience in solving business problems would be valuable to you. Just set the time and we'll talk it over.

Turner Advertising Company

608 S. Dearborn Street, Chicago

Nothing Succeeds Like Service 

Advertising Manager's Assistant

To locate in a small, mid-western city with a rapidly developing publishing house. Must be able to handle all mechanical detail—layouts, type, plates, printing, paper and everything of this kind—and have ability to develop (under the tutelage of the man who is now producing results for us) into a writer of "copy" for a house-organ to the trade and circulars and advertisements for producing orders direct by mail. Unusual opportunity for man—or woman—who can make good on the job. State all qualifications you possess for this work—training, experience, age and habits—salary at which you would be willing to start and enclose recent photograph (to be returned). Do not send samples of work. These will be required only if your response to this ad is convincing. No replies considered that do not give all information stated above. Address H. W., Box 104, care of PRINTERS' INK.

The Little Schoolmaster's Classroom

THE Toledo Cooker Company, which makes aluminum utensils and fireless cookers, found itself confronted with a rather difficult sales problem some time ago. It was selling through dealers, instead of direct, as formerly, and it was competing with other manufacturers who had done an immense amount of consumer advertising. Getting the interest of the merchants and securing adequate representation in the retail stores was the big problem. One way would have been to send free to the dealer samples of the aluminum line. The objection was that this plan had been worked before, and also that it would not necessarily impress the merchant with the practical features of the goods.

* * *

Then W. H. Hankins, the advertising manager, had an idea.

"Why not send it to his wife?" he asked. There being no apparent argument against it, the plan was worked out with great attention to details and was a great success.

Full pages were run in the leading furniture, hardware and house-furnishing trade-papers, offering to send free to the wife of the merchant, if he would fill in the coupon with her name, a two-quart stew-pan. Emphasis was laid on the fact that there was no obligation involved.

* * *

A large number of these coupons came back. In the work which followed, the dealer was disregarded as far as direct solicitation was concerned, all of the effort being concentrated on his wife. Mr. Hankins admits that the first letter which accompanied the stew-pan demonstrated his knowledge of the psychology of married life.

"Dear Madam," the letter ran. "Your husband has taken the time from his busy day to think of you, and to ask us, according to the offer we have made, to send

you a two-quart stew-pan, which is going forward to-day."

The remainder of the letter described the features of the pan, and urged that it be given a thorough trial.

"We knew that the 'old man' would see that letter and appreciate the boost he was being given," Mr. Hankins explained to the Schoolmaster, "and we realized that perhaps he needed it. So we weren't wasting any ammunition in writing to the wife instead of the husband."

The letter was followed up, of course, with later communications asking for expressions of opinion regarding the pan, and then, carrying out the psychological suggestions of the situation, pointing out how the wife could help her husband in his bread-winning job by assisting in the selection of the best goods of different kinds. If she liked the Toledo product, it was hinted, other women would also like it, and it would be a valuable addition to his stock.

"The idea was a success," said Mr. Hankins, "and helped to get us started in a lot of stores. The novelty of going after new accounts through the wife instead of the buyer himself attracted attention, and we heard from it in a lot of ways."

* * *

Not the least important part of a complete advertising campaign is the careful answering of special questions by inquirers, the prompt and courteous handling of complaints, etc. The advertiser is entirely too prone to conclude that his nice booklet should give the prospect or the purchaser all the information about the goods that is necessary, so as a rule he will not even take the trouble to refer to the exact page in the booklet or catalogue that would give the inquirer the data asked for. An amateur fisherman sent off for a special reel costing seven dollars and a half.

The anti-back-lash feature did not seem to work right, even after the purchaser had apparently adjusted it just in accordance with the directions on the tag. So he wrote to the manufacturer, asking if someone there could tell him what was wrong. All the manufacturer did was to send a duplicate of the tag and to suggest that the directions be followed. If there was still trouble the purchaser was invited to return the reel, but there was no suggestion whatever as to what might be wrong. It would seem that the maker of the reel, with his experience, should know what kept the reel from working perfectly. Certainly, he should have been able to emphasize some of the directions.

Another illustration: An out-of-town customer writes to a

New York store for a pair of special shoes for a small boy. She sends three dollars. A pair of shoes marked \$2.50 and which turn out to be too small come and have to be returned. The customer requests a larger pair and asks if there is not 50 cents change due. After a week's delay she receives a reply, stating that the small shoes have not been received, but that they will be exchanged for a larger pair when they do arrive. No reply whatever as to the matter of change, and more than two weeks after the order was first sent in, the customer is without the goods ordered and without a reply as to the price. The advertiser, however, cheerfully pays \$50 for a small advertisement featuring his mail-order service.

* * *

Consigning goods to the dealer

A Leap in the Dark

That's what you take in buying general circulation, because—there's no way of finding out what the "net" is for your proposition. Nor can you find out the percentage of "waste." It may be only 10 per cent—it may be 98 per cent. And—buying it is a leap in the dark. Not so with GOOD HEALTH circulation, which is a known quantity—all "net." "Net" is what you pay for—and what you get—in GOOD HEALTH circulation. It's good to see where you are going.

Advertising Manager **GOOD HEALTH** 1808 W. Main Street
Battle Creek, Mich.

Population 62,288 Trading Centre for 100,000

Brockton, Massachusetts. The Great Shoe City filled with workers and winners. A Dry Town doing Big Business. People have money to spend.

Brockton Daily Enterprise

Daily Edition exceeds 15,000. 12 to 32 pages

Flat Commercial rate 35 cts. per inch

Afternoon Paper, Sells for 2 cents

Carries a page of want advertisements. Beat paper. Leading general advertisers use it



"GIBBONS Knows CANADA"



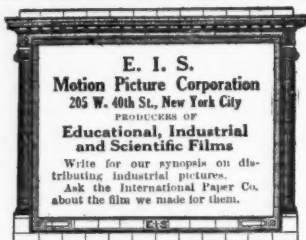
"CLIMAX" SQUARE TOP PAPER CLIPS

The Clip that Grips

Packed 10,000 to the box, F.O.B. Buffalo.

10,000	- - -	17c per 1,000
50,000	- - -	13c per 1,000
100,000	- - -	10c per 1,000
500,000	- - -	9c per 1,000
1,000,000	- - -	8c per 1,000

Buffalo Automatic Mfg. Company
457 Washington Street Buffalo, N. Y.



E. I. S.
Motion Picture Corporation
205 W. 40th St., New York City

PRODUCERS OF
**Educational, Industrial
and Scientific Films**

Write for our synopsis on distributing industrial pictures.
Ask the International Paper Co.
about the film we made for them.

Lincoln Freie Presse

LINCOLN, NEB.

Actual Average
Circulation **133,992**

Our biggest circulation is in the States of Iowa, Wisconsin, Minnesota, Nebraska, Illinois, etc., in the order named. All subscriptions paid in advance. Flat rate, 35c.

**Are You Using the Best
Mediums in**

CANADA

The 1916 LYDIATT'S BOOK gives 350 pages up-to-date trade and census statistics, also circulations, adv. rates, etc., all mediums. Entirely independent agencies and publishers. An eye-opener \$2 Postpaid. Got posted. W. A. LYDIATT, 53 Yonge St., TORONTO, CAN.

"All Copies Gone from Newsstands"

is a complaint PRINTERS' INK frequently hears, although an average of twenty-four hundred are sold weekly through that channel.

The certain way to get PRINTERS' INK regularly is to subscribe.

\$2.00—1 yr. \$5.00—3 yrs.

PRINTERS' INK PUB. CO.,
185 Madison Avenue, New York

as a method of getting distribution is usually regarded as a weak-kneed, idealess policy. It is supposed that if the retailer cannot be induced to buy at least a small quantity of the merchandise, he will not take the trouble to sell it if it is placed with him on consignment. As a general practice this is probably true, but as in everything else, it is difficult to lay down a broad, fundamental rule for selling to which it is not advisable occasionally to make exceptions. For example, a manufacturer not a thousand miles from Chicago recently used consignments to get his product into a class of stores that had been barred to him before. He has been in business for many years and had his line well distributed. However, a new use was discovered for his chief product, which made distribution in an entirely new kind of store desirable. An aggressive advertising campaign, exhibiting the new use, was started. It created a tremendous consumer-interest.

As a result the old trade sold immense quantities of the product for the newly discovered purpose, but the dealers that the manufacturer was particularly anxious to stock remained obdurate. No appeal seemed to reach them.

* * *

In the meantime the season advanced. A great deal of the interest aroused by the advertising was being wasted. As a last resort the manufacturer consigned a very small lot of his goods to about 3,000 of the best-rated retailers in that line in all parts of the United States. The little shipment was sent out without even getting the consent of the consignee. The maker of the product had confidence in the power of his advertising. He knew that the merchants to whom the consignment was sent would get inquiries for his preparation and that, if they had a little of it on hand, they could hardly refuse to sell it. To make a long story short, the plan worked out beautifully. Repeat orders soon began to come in, and the desired

distribution was attained with little inconvenience and at a comparatively small expense.

After all, the good sales executive seems to be justified in using any legitimate means of solving his problems, even though the policy he decides on may be generally regarded as taboo.

* * *

It is not infrequent for a word to have been applied to a certain purpose where it doesn't mean anything at all, yet where it has become an established institution by constant repetition, even though of questionable usage. Look, for example, at some of the copy for various New York women's specialty shops as specimens of lexicographic spasms superinduced by hypo-mental injections to achieve "distinction."

But above all, it has always been a mystery to the Schoolmaster from boyhood up just what a "practical horseshoer" might be. Can you think of a smith as anything but practical? The conception of horseshoeing as a theoretical science, a subject for dreamers and cloistered research, never struck the Schoolmaster. And yet, notice some time if you will how many smithies display signs with this mystic slogan "John Jones" or "James Cunningham — Practical Horseshoers."

We can't imagine how the phrase originated, but perhaps it made a mouthful that appealed to the horny-palmed farrier as aptly descriptive of his sturdy professional attributes—and time made it a tradition. Which goes to show how even a custom of faulty origin can be established by enough repetition and advertising.

To Manage Ten-Pinnet Co.

Frank L. Chance has been appointed manager of the Ten-Pinnet Company, of Indianapolis, Ind. He assumed the duties August 1st. This company manufactures and sells an automatic bowling alley, and is successor to the old American Box Ball Company.

For over two years Mr. Chance was associated with the J. I. Holcomb Manufacturing Company as advertising manager.

Exceptionally Experienced

SALES-MANAGER (and Salesman)

ADVERTISING MANAGER and

GENERAL EXECUTIVE

Open For Engagement

Mature judgment (age, 43); clean habits, strong personality, ready initiative and unlimited capacity for WORK—plus entire willingness for trial engagement (with responsible concern) on reasonable basis, with "real future" dependent upon "proving up." Partial "participating" arrangement greatly preferred. Previous connections: Large manufacturers and advertising agencies (New York and Chicago). Thoroughly conversant with and successful in personal sales-work; training and handling salesmen, distributors, canvassers and agents; mail-order procedure; newspaper, periodical and direct-by-mail advertising; "plan-and-copy" preparation; dealer-co-operation; business promotion and management, etc. (also thorough practical knowledge graphic arts). Fully capable evolving and conducting successful procedure for marketing any salable line. Ample credentials and references—and open right now to "square-deal" proposition from good concern that wants a man who knows his business and can prove it. No preference as to location. Address, "E. E.," Box 496, care Printers' Ink.

PAUL BROWN
COMMERCIAL ARTIST

456-4th-AVE,
NEW YORK.

ROOM 801
PHONE
7752 MADISON SQ.



AMERICAN MOTORIST

Largest Circulation in Its Field

Actual bona fide paid-in-advance subscription exceeds that of any motoring magazine. 55,000 monthly circulation guaranteed. Main Office:

RIGGS BLDG. WASHINGTON, D. C.

Member Audit Bureau of Circulations

Why Not Use a Supplement Mexico Map for Advertising or Premium Purposes?

Can supply an excellent map in three colors, size 11½ x 16 inches, with your imprint on the map and Complete Chronology on the back.

Price: 5000 @ \$7.25 per M—10,000 @ \$6.00 per M.

CAN GUARANTEE IMMEDIATE DELIVERY

Write—The Pioneer Map Man
S. BLAKE WILLSDEN
1606 Heyworth Bldg, Chicago

Classified Advertisements

BALLOONS

Ask AMERICAN BALLOON Co., 38 E. 23rd St., N. Y., for samples of these wonderful trade magnets—the missing link between general publicity and consumer demand. COST IS TRIFLING.

BILLPOSTING

10¢ a Sheet Posts R.I.
PANELLED & PULLED BOARDS LISTED, GUARANTEED SHOWN
 ADDRESS LAFORCE BUILDING, PROVIDENCE, R. I.
Standish-Barnes Co.

BOOKLETS

Send 10c (stamps) for case of samples (and prices) of envelope size booklets that look good but cost little because manufacturing methods have been standardized. The Dando Company (Manufacturers), 42 So. 3rd St., Phila., Pa.

BUSINESS OPPORTUNITIES

WANTED—Capital to build a Cylinder Printing Press. Have patent on new principle that reduces weight and cost of manufacture nearly half, yet permitting increased speed. Approved by engineers. Advertiser has broad experience. **SAFE**, Box 639, care P. 1.

HELP WANTED

We would like to talk to an idea man who can put an idea into picture form as quickly as a good cartoonist, and as well. **George Batten Company**, 381 Fourth Avenue.

COPY MAN WANTED

Must submit ample evidence of experience in the technical field as displayed in work already done. Address **Walter B. Snow and Staff**, 136 Federal Street, Boston, Mass.

WESTERN DIRECT MAIL AGENCY wants bright, energetic agency man specializing in letter copy who will begin on moderate salary. To right man would sell interest in business. Box 633, **Printers' Ink**.

If you can sell advertising in New York for a high-grade class journal with big field, we can use you. This is a commission proposition exclusively, but the right man can make a big thing out of it. For details Box 641, P. 1.

Wanted—Sales Manager by Chicago firm manufacturing a staple product upon order. Sales run from \$100 to \$10,000 each. Want a man who has had successful selling experience himself, experience as sales manager and can organize and push small but effective force of salesmen who have technical knowledge of the business. Write fully, stating experience and salary expected. Box 636, **Printers' Ink**.

A class monthly of character and influence wants a **Circulation Manager** of the same sort. With a strong subscription sale to-day, its record and service should help a hustler add over 25% to its circulation.

Experience in circular and letter work, skill with layout and type are indispensable.

Are you the man? Why? 'Reply to Box 646, **Printers' Ink**.

Advertising or Newspaper Man

with initiative and originality, able to write convincing and selling copy and booklets; knowledge of mediums; ability to lay out work for solicitors and follow them up; a strong, pleasing and aggressive personality essential; knowledge of finance and banking methods will be of value. To a man possessing the above qualifications reasonable salary will be paid, together with a percentage of the profits of the department. Address, giving full particulars, past and present employment, age, salary desired, etc., **ADVERTISING AGENCY**, Box 596, **Printers' Ink**.

LISTS

BABIES MEAN HOMES!

Birth lists; cities and country; from Denver west; about 5,000 a month. Sell whole or part. **Coast Agency Co.**, 420 Santa Clara ave., Alameda, Calif.

MISCELLANEOUS

WANTED—Samples of Store Posters, Street Car Cards, Special Illustration Feature Services for department store publicity. Also price on second-hand proof press and small Colt press. Will buy cardboard seconds in case lots. Write, don't call. Address **Quinter Kephart, Cohen Co.**, Richmond, Virginia.

POSITIONS WANTED

New York position wanted; solicitor or any capacity; young man (25) of ability with 5 years of experience in advertising business; salary secondary to good opportunity. Box 655, Printers' Ink.

ADVERTISING—PUBLICITY

Position wanted by man experienced in both advertising and publicity work. College graduate. Newspaper experience. Box 630, Printers' Ink.

Designer

of illustrated advertising, black and white and color, with long experience on national business, is open for engagement. Address Box 650, Printers' Ink.

Art Director

with successful record, twelve years advertising agency and printing house experience, is open for engagement. Address Box 648, Printers' Ink.

EXPERIENCED BUSINESS WOMAN

—Successful advertising manager, capable secretary, first-class editor and proof-reader, mail order expert who writes resultful "copy," desires position with progressive firm. Box 635, Printers' Ink.

Printing Director

of wide national experience, is open for engagement. A capable buyer, an executive, with a thorough artistic and mechanical knowledge. Box 649, P. I.

Wanted: Place as manager of Good Daily in town of over 50,000 population, by man with 12 years' experience on one of the South's most successful dailies. Capable of building up a successful organization. Box 642, P. I.

Advertising Manager My services are offered in the belief that you can make a good profit on them; mature experience; unqualified endorsement of previous employer; go anywhere. Prefer manufacturer with a big, undeveloped field. Box 632, Printers' Ink.

SALES LETTER Specialist

New York trained; display advertising company, mail order house, own office; young, married, college graduate; keeps clear line of communication from trade to till. Specimen letters. Box 645, Printers' Ink.

POSITION WANTED AS COPY MAN:

I desire to become connected with the copy and sales department of a big going manufacturer or advertising agency. Salary may be nominal, as I am seeking now more for an opportunity to make good in this capacity than for remuneration. Have recently graduated from the University of Wisconsin where I studied merchandising and sales, and am at present doing newspaper work. E. Pittenger, 1029 Peoples Gas Bldg., Chicago, Ill.

ADVERTISING AND EDITORIAL ASSISTANT

Efficient, well educated, highly recommended Christian man (28), with exemplary habits and 10 years' broad experience, now employed, desires position offering better future. Salary expectations moderate. "Reliable," Box 660, P. I.

SOME MANUFACTURER needs a man of wide and mature advertising experience, a good correspondent, who understands dealer service, whose experience has taught him economical advertising—a team-worker. If the advertiser who wants this sort of a man will write to me we will come to terms in short order. Will go anywhere. Prefer the West. Box 638, care Printers' Ink.

AGENCY TRAINED

Energetic young man seeks position in copy department of agency or assistant to advertising manager. Over ten years with New York City agency. Ideas, copy writing, layouts or drawings for reproduction. Has had exclusive control of local and national accounts. Now holds responsible position in agency, but seeks wider field of operation. Box 634, Printers' Ink.

A RECRUIT for Your RESERVES

I want to join the "reserves" of a busy agency or department. Where I can learn the creative end of advertising. And win my way to the firing-line. Enlist me now as a private. I'll work my way up from the ranks. Tell your Recruiting Officer to address Box 643, Printers' Ink.

-jobless

—due to the sale and reorganization of the firm with which I have been connected for the past few months. Resigned previous position of over 5 yrs. as Asst. Adv. Mgr. with largest and oldest concern of its kind. 10 yrs. agency, manufacturing and retail experience. Letters to prove a clean record. Portfolio of "work done" to show ability. Age 28. Salary \$1,800. New York or vicinity preferred. Box 651, Printers' Ink.

PRESS CLIPPINGS

ROMEIKE'S PRESS CLIPPING BUREAU, 106-110 Seventh Avenue, New York City, sends newspaper clippings on any subject in which you may be interested. Most reliable bureau. Write for circulars and terms.

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Spendthrifts

Men who waste their time and money in riotous living are not the only spendthrifts.

Many business men who pride themselves on their frugality and conservatism are also spendthrifts.

They spend huge sums on selling effort where it doesn't get results.

They draw big checks for advertising *without analyzing the territory first, without getting first hand data, without planning*

carefully to see that every dollar will produce the best results.

Spendthrifts they are, because they waste. Spendthrifts they are, because they go in blindly and spend *two dollars to get results one dollar ought to get.*

The mission of The Chicago Tribune's Merchandising Service Department is to *reform such spendthrifts*—to show them how to *save their money*—to show them how to use their money *wisely instead of wasting it.*

The Chicago Tribune

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